

# Webinar

## ULI British Columbia: Coffee and Conversations with Jim Bailey

Date: February 16, 2021

00:00:10 --> 00:00:13: Oliver let me know if we're good to go.

00:00:15 --> 00:00:17: I think this way wait a couple more minutes.

00:00:30 --> 00:00:33: Morning all.

00:00:33 --> 00:00:35: Morning.

00:00:35 --> 00:00:35: Really.

00:00:54 --> 00:00:58: It's getting pretty interesting seeing some familiar faces are familiar

00:00:58 --> 00:01:00: names rather coming to most of these,

00:01:00 --> 00:01:02: which is really nice, certainly.

00:01:06 --> 00:01:08: I think most of I think everybody or most of

00:01:08 --> 00:01:10: the people have joined.

00:01:10 --> 00:01:13: OK, let's get started. Thank you everyone for joining us

00:01:13 --> 00:01:16: here after the long weekend to those in the audience.

00:01:16 --> 00:01:19: There are new welcome and to those that are returning.

00:01:19 --> 00:01:22: Welcome back to another edition of coffee and Conversations hosted

00:01:23 --> 00:01:26: by the Urban Land Institute and generously sponsored by ANI.

00:01:26 --> 00:01:28: My name is Randolph Lee with you allies,

00:01:28 --> 00:01:31: young leaders group and I'm joined by my team members,

00:01:31 --> 00:01:33: Oliver Tenant and Chris Cuno.

00:01:33 --> 00:01:36: I would like to give a special thanks to Shannon

00:01:36 --> 00:01:39: Patterson and the rest of our young leaders group for

00:01:39 --> 00:01:41: their continued support and guidance.

00:01:41 --> 00:01:43: As a quick refresher about the event,

00:01:43 --> 00:01:46: coffee and conversations is UL Ibc's monthly,

00:01:46 --> 00:01:48: early morning coffee networking event.

00:01:48 --> 00:01:51: We're all real estate professionals can drop in to meet

00:01:51 --> 00:01:52: other like minded colleagues,

00:01:52 --> 00:01:56: further contact base and share thoughts and ideas about

industry

00:01:56 --> 00:01:59: issues that we are also passionate about.

00:01:59 --> 00:02:02: We will continue to be putting out these monthly events

00:02:02 --> 00:02:05: online until imperson events are permitted.

00:02:05 --> 00:02:09: Other upcoming events. From you ally of note on February

00:02:09 --> 00:02:10: 18th,

00:02:10 --> 00:02:14: Wlib C is launching an innovation podcast on February 19th.

00:02:14 --> 00:02:19: You Ally is presenting in speaker panel with the topic

00:02:19 --> 00:02:23: solved how the world's great cities are fixing the climate

00:02:23 --> 00:02:24: crisis.

00:02:24 --> 00:02:27: Lastly, on February 23rd you will IBC is having a

00:02:27 --> 00:02:30: virtual conversation about embodied carbon in real estate.

00:02:30 --> 00:02:33: You can learn more about these events in the link

00:02:34 --> 00:02:37: sent to the chat room right now from Shannon.

00:02:37 --> 00:02:39: Now some quick housekeeping items,

00:02:39 --> 00:02:41: please keep your microphones muted.

00:02:41 --> 00:02:43: Use of your web camera is optional,

00:02:43 --> 00:02:46: but we encourage you to turn it on.

00:02:46 --> 00:02:49: There will be a Q&A session towards the end of

00:02:49 --> 00:02:49: the talk.

00:02:49 --> 00:02:52: Please feel free to send a message to me or

00:02:53 --> 00:02:56: all over with any questions you may have about our

00:02:56 --> 00:02:57: speaker today.

00:02:57 --> 00:03:00: We will send them in the order that they are

00:03:00 --> 00:03:00: received,

00:03:00 --> 00:03:03: and unmute you so you can ask the speaker,

00:03:03 --> 00:03:06: directly. Speaking of which, I would like to introduce our

00:03:06 --> 00:03:07: speaker for today.

00:03:07 --> 00:03:11: Jim Bailey. Jim is the director of Planning and Development

00:03:11 --> 00:03:13: in the District of West Vancouver.

00:03:13 --> 00:03:16: He is currently leading one of the largest projects to

00:03:16 --> 00:03:19: date in the district named Cypress Village,

00:03:19 --> 00:03:22: which is expected to be home to over 7000 residents

00:03:22 --> 00:03:25: on 350 acres of land near Horseshoe Bay.

00:03:25 --> 00:03:28: Jim has his Masters in urban planning from UBC and

00:03:28 --> 00:03:31: has spent years in private practice as a planning consultant

00:03:31 --> 00:03:34: as well as holding multiple positions in the city of

00:03:34 --> 00:03:37: Vancouver's planning Department. Thank you very much for

00:03:37 --> 00:03:38: joining us

00:03:37 --> 00:03:38: today,

00:03:38 --> 00:03:40: Jim.

00:03:40 --> 00:03:43: Thanks, it's a real privilege to be here and nice

00:03:43 --> 00:03:45: to see everybody virtually.  
 00:03:45 --> 00:03:48: I think it's an interesting commentary,  
 00:03:48 --> 00:03:50: I guess on the state of the world that people  
 00:03:50 --> 00:03:53: are up at 7:45 eight o'clock to listen to a  
 00:03:53 --> 00:03:53: planner,  
 00:03:53 --> 00:03:56: but good on ya. They look forward to the conversation  
 00:03:56 --> 00:03:58: and look forward to the questions.  
 00:03:58 --> 00:04:01: Certainly I think it's going to be great and hosting  
 00:04:01 --> 00:04:03: our coffee and conversations event.  
 00:04:03 --> 00:04:06: Today is my fellow teammate Chris Cuno.  
 00:04:06 --> 00:04:09: Chris is an urban planning consultant at Colliers  
 International.  
 00:04:09 --> 00:04:12: He is a recent graduate from McGill Masters of Urban  
 00:04:12 --> 00:04:13: Planning Program,  
 00:04:13 --> 00:04:17: and has worked in a variety of professional capacities.  
 00:04:17 --> 00:04:21: For prominent VC developers. And as a final note,  
 00:04:21 --> 00:04:24: we would like to give thanks in the knowledge that  
 00:04:24 --> 00:04:27: West Vancouver is on the unceded territory of the Coast  
 00:04:27 --> 00:04:27: Salish.  
 00:04:27 --> 00:04:29: People, in particular to Squamish.  
 00:04:29 --> 00:04:32: This layout tooth and Musqueam First Nations,  
 00:04:32 --> 00:04:34: and with that Jim and Chris,  
 00:04:34 --> 00:04:37: the floor is yours.  
 00:04:37 --> 00:04:40: Alright Jim, yeah, thanks for thanks for joining us this  
 00:04:40 --> 00:04:40: morning.  
 00:04:40 --> 00:04:43: So a couple of quick questions to start off with.  
 00:04:43 --> 00:04:45: I mean, I know I know you're the Co head  
 00:04:45 --> 00:04:47: of a fishing Derby and I really want to hear  
 00:04:47 --> 00:04:48: about that,  
 00:04:48 --> 00:04:50: but I think I think most people aren't want to  
 00:04:50 --> 00:04:52: hear about your planning background.  
 00:04:52 --> 00:04:54: So if you can give a quick brief boat,  
 00:04:54 --> 00:04:56: you know who you are,  
 00:04:56 --> 00:05:00: where you come from. And your education and then planning  
 00:05:00 --> 00:05:00: why?  
 00:05:00 --> 00:05:04: Plotting how you got into it here so you know.  
 00:05:04 --> 00:05:08: First off, I do also acknowledge that I'm I'm really  
 00:05:08 --> 00:05:12: privileged and honored to live and work on the unceded  
 00:05:12 --> 00:05:15: ancestral territory of the Musqueam,  
 00:05:15 --> 00:05:19: Squamish, and Solitude nations. I work in West Vancouver,  
 00:05:19 --> 00:05:23: but right now I'm working in my basement in out  
 00:05:23 --> 00:05:26: near Deep Cove in North van.

00:05:26 --> 00:05:29: And obviously, you know we're just everybody is going through

00:05:29 --> 00:05:31: some really interesting times right now,

00:05:31 --> 00:05:32: so it's it's a. It's a.

00:05:32 --> 00:05:35: It's an interesting moment in history and and I think

00:05:35 --> 00:05:35: you know this.

00:05:35 --> 00:05:38: I'm really looking forward to the questions and hope we

00:05:38 --> 00:05:39: can maybe talk about this.

00:05:39 --> 00:05:42: Reflect on how where we're at historically and in this

00:05:42 --> 00:05:46: moment is changing sort of the profession and where we're

00:05:46 --> 00:05:46: at.

00:05:46 --> 00:05:48: Yeah, so I mean I'm a I'm a Vancouver kid.

00:05:48 --> 00:05:50: For all intents and purposes,

00:05:50 --> 00:05:52: but Lower Mainland kid I grew up in Langley,

00:05:52 --> 00:05:54: you know, moved to Vancouver.

00:05:54 --> 00:05:58: When did my undergraduate Simon Fraser University went to the

00:05:58 --> 00:06:02: School of Community and Regional planning to do my Masters

00:06:02 --> 00:06:02: degree?

00:06:02 --> 00:06:05: Really, you know planning at the time.

00:06:05 --> 00:06:07: It was sort of the early 90s and I was

00:06:07 --> 00:06:11: really interested in sort of concepts of environmentalism,

00:06:11 --> 00:06:13: you know, but pragmatic, pragmatic,

00:06:13 --> 00:06:15: change and and thought that planning,

00:06:15 --> 00:06:19: you know, unlike the professions of law or things that

00:06:19 --> 00:06:19: were,

00:06:19 --> 00:06:21: maybe you know, more combat.

00:06:21 --> 00:06:23: If I saw planning as a way to sort of

00:06:23 --> 00:06:25: be able to work with people,

00:06:25 --> 00:06:28: to, you know, energize positive change in communities.

00:06:28 --> 00:06:31: None. I had no idea that I'd end up being

00:06:31 --> 00:06:32: a land use planner.

00:06:32 --> 00:06:35: I didn't take one urban design course at.

00:06:35 --> 00:06:37: At the School of Community and Regional Planning,

00:06:37 --> 00:06:40: I was more sort of a disciple of kind of

00:06:40 --> 00:06:40: build,

00:06:40 --> 00:06:44: recent Tony Dorsey that were there were more sort of

00:06:44 --> 00:06:48: resource management negotiators and sort of negotiation as

00:06:48 --> 00:06:51: a.

00:06:48 --> 00:06:51: As it as a real tactics so ended up working

00:06:51 --> 00:06:54: for the city was a little bit surprised me.

00:06:54 --> 00:06:58: I lead the Director of Planning Development Services at the

00:06:58 --> 00:07:00: District of West Venice.

00:07:00 --> 00:07:04: It's an amazing job. I'm have some wonderful colleagues work

00:07:04 --> 00:07:08: with a lot of really great people there for a

00:07:08 --> 00:07:09: smaller municipality,

00:07:09 --> 00:07:11: and it's a really broad job.

00:07:11 --> 00:07:13: It's there's a lot that I do.

00:07:13 --> 00:07:17: I manage the direct that Community planning group,

00:07:17 --> 00:07:20: the sustainability. The section of a lot of that in

00:07:20 --> 00:07:21: West Vancouver.

00:07:21 --> 00:07:24: I managed the environmental portfolio in a large way.

00:07:24 --> 00:07:27: Some of it is in our Parks Department.

00:07:27 --> 00:07:29: Beyond I manage your like the creeks,

00:07:29 --> 00:07:31: the streams that the steep slopes.

00:07:31 --> 00:07:35: I have the arborist and the Environmental Protection Officer under

00:07:36 --> 00:07:38: my under My Portfolio in West Bend.

00:07:38 --> 00:07:41: We also have a really unique system and it's you

00:07:41 --> 00:07:44: know it's very different from the city Vancouver.

00:07:44 --> 00:07:48: I also managed the land development engineering side as well

00:07:48 --> 00:07:49: as permits and inspections.

00:07:49 --> 00:07:51: So really, from a scale perspective,

00:07:51 --> 00:07:54: I manage everything from like doing the Community plans to

00:07:54 --> 00:07:54: them,

00:07:54 --> 00:07:57: doing the rezoning to then implementing it all the way

00:07:57 --> 00:07:58: through.

00:07:58 --> 00:08:01: So it's really cool and interesting privilege to work with

00:08:01 --> 00:08:04: the folks at West Santa to do that.

00:08:04 --> 00:08:05: Linda, that's about it. I mean,

00:08:05 --> 00:08:08: I am. There are a number of exciting projects that

00:08:08 --> 00:08:09: are happening and increase.

00:08:09 --> 00:08:11: Maybe we could. I assume you're going to ask about

00:08:11 --> 00:08:12: those,

00:08:12 --> 00:08:14: but that's kind of mean in nutshell.

00:08:14 --> 00:08:16: Strapped in my basement, kids upstairs,

00:08:16 --> 00:08:19: brushing their teeth, moms gonna get him out the door.

00:08:19 --> 00:08:20: Hope they're quiet on the way down.

00:08:20 --> 00:08:22: Living in a covid reality and just you know,

00:08:22 --> 00:08:25: hoping for the best over the next few months we

00:08:25 --> 00:08:27: can get back to some normalcy.

00:08:27 --> 00:08:30: Before we get into, some are more larger scale projects

00:08:30 --> 00:08:32: which if I want to touch upon,

00:08:32 --> 00:08:34: you know, wearing wearing multiple different hats,  
00:08:34 --> 00:08:37: both because of covid and an at your role in  
00:08:37 --> 00:08:38: West Vancouver key touch Bond.  
00:08:38 --> 00:08:41: You know how you balancing that and how that's kind  
00:08:41 --> 00:08:43: of evolved and how you know how you can switch  
00:08:44 --> 00:08:46: off one lens and think about so many different things  
00:08:46 --> 00:08:49: at once, like you kind of touched on that at  
00:08:49 --> 00:08:49: all.  
00:08:51 --> 00:08:53: So I think you're right.  
00:08:53 --> 00:08:56: Yeah, I mean, how do you balance multiple priorities?  
00:08:56 --> 00:08:59: I think it's this whole role of technology is pretty  
00:08:59 --> 00:09:01: fascinating right now.  
00:09:01 --> 00:09:03: I think at first when Covid struck,  
00:09:03 --> 00:09:06: you know there frankly was a bit of panic.  
00:09:06 --> 00:09:09: We in municipality. We really went through a whole bunch  
00:09:09 --> 00:09:11: of iterations around,  
00:09:11 --> 00:09:12: you know. Oh my goodness,  
00:09:12 --> 00:09:15: we're going to. Our revenues are going to plummet.  
00:09:15 --> 00:09:17: Planning is going to stop.  
00:09:17 --> 00:09:20: And to be honest, a lot of the 1st.  
00:09:20 --> 00:09:23: Few weeks of Cove. It was just sort of managing  
00:09:23 --> 00:09:25: people and people's expectations.  
00:09:25 --> 00:09:28: Trying to you know, the Chief Medical Health Officer says  
00:09:28 --> 00:09:29: like just being.  
00:09:29 --> 00:09:33: COM was one of the really big big pieces.  
00:09:33 --> 00:09:36: But you know, technology is that just this call is  
00:09:36 --> 00:09:37: fascinating.  
00:09:37 --> 00:09:39: Hey, like, I don't have to do commute,  
00:09:39 --> 00:09:41: right? So we're you know,  
00:09:41 --> 00:09:44: working out of our homes on being able to spend.  
00:09:44 --> 00:09:47: I think time now that we've adjusted to the technology,  
00:09:47 --> 00:09:49: I think that.  
00:09:49 --> 00:09:52: It's it's been. Been really fruitful,  
00:09:52 --> 00:09:54: and actually, you know, all the work still gets done,  
00:09:54 --> 00:09:57: which I think is fantastic and the district of West  
00:09:57 --> 00:09:57: Vancouver.  
00:09:57 --> 00:10:00: Our building permit revenues and our revenues were  
essentially the  
00:10:00 --> 00:10:02: same in 2020 as they were in 2019,  
00:10:02 --> 00:10:05: and I think that that's just been real testament to  
00:10:05 --> 00:10:07: the ability for people to be able to pivot to  
00:10:07 --> 00:10:09: new realities and to be able to to be nimble

00:10:09 --> 00:10:10: and change. And you know,  
00:10:10 --> 00:10:11: a lot of that, for example,  
00:10:11 --> 00:10:14: is being able to.  
00:10:14 --> 00:10:16: We've gone much more digital in our submissions.  
00:10:16 --> 00:10:20: We don't take anymore paper submissions for development permits.  
00:10:20 --> 00:10:22: Building permits all those sorts of things,  
00:10:22 --> 00:10:25: and I think that that's really helped and people in  
00:10:25 --> 00:10:28: their jobs have found new ways to deal with deal  
00:10:28 --> 00:10:31: with applications to deal with communications,  
00:10:31 --> 00:10:32: and that's been, I think,  
00:10:32 --> 00:10:35: a very positive thing coming out of out of the  
00:10:35 --> 00:10:35: pandemic.  
00:10:35 --> 00:10:38: And I think it's going to continues as we move  
00:10:38 --> 00:10:39: forward.  
00:10:39 --> 00:10:42: So, for example, when we move back to the municipal  
00:10:42 --> 00:10:44: Hall like we're looking at allowing.  
00:10:44 --> 00:10:47: Folks to do you know?  
00:10:47 --> 00:10:50: Be much more flexible in their in their work schedules  
00:10:50 --> 00:10:51: to you know to work from home,  
00:10:51 --> 00:10:53: and it's great for municipalities like ours.  
00:10:53 --> 00:10:55: We have one of our plumbing inspectors,  
00:10:55 --> 00:10:57: for example, is in abbottsford,  
00:10:57 --> 00:10:59: so you can imagine that commute everyday is.  
00:10:59 --> 00:11:01: That's crazy like in that person eventually is going to  
00:11:01 --> 00:11:02: quit,  
00:11:02 --> 00:11:03: but we're hopefully not. I mean,  
00:11:03 --> 00:11:05: but I mean, the sooner or later you know it's  
00:11:05 --> 00:11:06: just too far.  
00:11:06 --> 00:11:07: But now you know if we say,  
00:11:07 --> 00:11:09: hey, look, why don't you just come in two days,  
00:11:09 --> 00:11:12: do some work and kind of balance balance your life  
00:11:12 --> 00:11:12: with your work,  
00:11:12 --> 00:11:15: and I think that that's a real opportunity for people  
00:11:15 --> 00:11:17: to be able to do things differently,  
00:11:17 --> 00:11:19: and two. To to kind of succeed in jobs where  
00:11:19 --> 00:11:23: they intend to maybe provide some longevity in places where  
00:11:23 --> 00:11:27: where places like West Vancouver that we didn't see before.  
00:11:27 --> 00:11:29: Yeah, I think they were just trying to balance peoples  
00:11:29 --> 00:11:32: needs people's mental health with with everything that's  
00:11:32 --> 00:11:32: happening.  
00:11:34 --> 00:11:37: But my commute sounds like one of the worst that  
00:11:37 --> 00:11:39: could pass the exam.

00:11:39 --> 00:11:39: Get that one.

00:11:42 --> 00:11:44: So I guess the touch up on some of your

00:11:44 --> 00:11:45: larger projects.

00:11:45 --> 00:11:48: So in particular Cypress Village upper lines,

00:11:48 --> 00:11:51: which is coming up quite soon and Horseshoe Bay.

00:11:51 --> 00:11:54: What are some major steps in hurdles that need to

00:11:54 --> 00:11:57: be overcome to kind of get to the point where

00:11:57 --> 00:11:58: they are today,

00:11:58 --> 00:12:02: obviously. The general I think a common perception of West

00:12:02 --> 00:12:06: Vancouver is that there is some perhaps some difficult public

00:12:06 --> 00:12:07: sentiment at times,

00:12:07 --> 00:12:11: and there's a lot of environmental constraints with the water,

00:12:11 --> 00:12:13: and then the the mountain and the you know,

00:12:13 --> 00:12:17: natural forested areas. Yeah, so just if you touched on

00:12:17 --> 00:12:20: some steps in hurdles that got you to where it

00:12:20 --> 00:12:21: is now.

00:12:21 --> 00:12:23: Let me I think in West Valley there are a

00:12:23 --> 00:12:26: lot of projects so Cypress and we'll touch on that

00:12:26 --> 00:12:29: a little bit more and then Horseshoe Bay.

00:12:29 --> 00:12:31: Those are two what you were calling to our local

00:12:31 --> 00:12:35: area plans community plans within West Vancouver and you know

00:12:35 --> 00:12:38: West Vancouver hasn't really had a tradition of doing those

00:12:38 --> 00:12:40: sort of local area plans.

00:12:40 --> 00:12:42: So in 2018 my colleague David Hawkins.

00:12:42 --> 00:12:46: He would, you know, managed and managed to.

00:12:46 --> 00:12:50: Get approved I think very very progressive official community plan.

00:12:50 --> 00:12:53: And how he did that is in this kind of

00:12:53 --> 00:12:55: goes to the kind of getting over the hurdles of

00:12:55 --> 00:12:57: some of the challenges you face.

00:12:57 --> 00:12:59: Like he spent a tremendous amount of time,

00:12:59 --> 00:13:01: you know, talking to people,

00:13:01 --> 00:13:03: listening to people about what matter,

00:13:03 --> 00:13:06: and then sort of really made sure that he reflected

00:13:06 --> 00:13:08: their values in the official community plan.

00:13:08 --> 00:13:11: So we have this plan now that I think is

00:13:11 --> 00:13:12: progressive and does reflect.

00:13:12 --> 00:13:15: I think it kind of a real acknowledgement from,

00:13:15 --> 00:13:18: you know, a large number of folks in West Vancouver

00:13:18 --> 00:13:20: that that that things need to change,

00:13:20 --> 00:13:22: and that and so, so we're seeing that as I



00:13:22 --> 00:13:22: got.

00:13:22 --> 00:13:25: Positive first step so you know in terms of getting

00:13:25 --> 00:13:27: over some of the challenges of.

00:13:27 --> 00:13:29: You know Nimbyism or populism or door door.

00:13:29 --> 00:13:31: Just those sorts of issues that we see you know,

00:13:31 --> 00:13:34: really reaching out and connecting with people on on the

00:13:34 --> 00:13:37: core values that they want to see in their community.

00:13:37 --> 00:13:38: It really is gone a long way.

00:13:40 --> 00:13:42: A lot of it is just really character up.

00:13:42 --> 00:13:45: You know we're taking advantage of her or getting in

00:13:45 --> 00:13:47: front of the problems.

00:13:47 --> 00:13:49: Also, you mentioned, for example,

00:13:49 --> 00:13:51: you know the environment is as a key key constraint.

00:13:51 --> 00:13:54: For example in West Vancouver ensure it is,

00:13:54 --> 00:13:57: but that can also be turned into an opportunity where

00:13:57 --> 00:14:00: you know that you have the environment as a constraint

00:14:00 --> 00:14:01: and then so,

00:14:01 --> 00:14:03: for example, British Pacific properties.

00:14:03 --> 00:14:06: There they are the company that you know the predominant

00:14:07 --> 00:14:09: landowner's land owners in Cypress Village there.

00:14:09 --> 00:14:12: You know they've changed. In my opinion,

00:14:12 --> 00:14:15: their business model to really look at the environment as

00:14:15 --> 00:14:17: an asset and and so as part of Cypress Village.

00:14:17 --> 00:14:19: We're looking at, you know,

00:14:19 --> 00:14:22: building in a way that that.

00:14:22 --> 00:14:26: Celebrates if you will. The natural environment celebrates.

00:14:26 --> 00:14:29: The Creeks were looking at doing a significant land transfer

00:14:29 --> 00:14:31: where we're going to be protecting,

00:14:31 --> 00:14:33: you know, a piece of land in in,

00:14:33 --> 00:14:36: in public, in the public domain as big as Stanley

00:14:36 --> 00:14:36: Park.

00:14:36 --> 00:14:39: And then there's there. They have a have a sustainable

00:14:39 --> 00:14:41: urban village near near the switch.

00:14:41 --> 00:14:44: Back when you're heading out to Cyprus.

00:14:44 --> 00:14:46: So there's two things there that kind of work.

00:14:46 --> 00:14:49: So sure, the environment is a constraint,

00:14:49 --> 00:14:51: but that can also be be kind of you know.

00:14:51 --> 00:14:53: Jujitsu it into being a being,

00:14:53 --> 00:14:56: a positive. So we're seeing that there's always those sorts

00:14:56 --> 00:14:58: of opportunities in West Vancouver.

00:14:58 --> 00:15:01: You know, Cypress Village is certainly a project that you

00:15:01 --> 00:15:02: know is near and dear to my heart.

00:15:02 --> 00:15:04: I think it's very exciting it.

00:15:04 --> 00:15:06: When I was, uh, I was a plan or an

00:15:06 --> 00:15:09: assistant planner in West Vancouver before I went to Vancouver

00:15:09 --> 00:15:12: is actually a planner at junior planner in West Vancouver.

00:15:12 --> 00:15:15: Annual participated in some of the early work around Rogers

00:15:15 --> 00:15:17: Creek and saw the transformation of sort of that single

00:15:18 --> 00:15:20: family housing to more multifamily housing.

00:15:20 --> 00:15:22: And now it's kind of going to the next level

00:15:23 --> 00:15:26: where it's we're completing that with a whole host of

00:15:26 --> 00:15:27: amenities.

00:15:27 --> 00:15:29: You know things like community centers,

00:15:29 --> 00:15:31: potentially school, and just the sorts of things that maybe

00:15:32 --> 00:15:34: hotel things that really want to make that area exciting.

00:15:34 --> 00:15:37: So I think we're seeing transformation that actually comes from

00:15:38 --> 00:15:38: the constraints,

00:15:38 --> 00:15:40: so it's kind of not to be corny,

00:15:40 --> 00:15:42: but it's, you know if you have lemons,

00:15:42 --> 00:15:44: you make lemonade right? You have you have creeps,

00:15:44 --> 00:15:47: you have forests. It's like that's really exciting.

00:15:47 --> 00:15:48: Let's protect some of that.

00:15:48 --> 00:15:52: And then let's also do some other things that are

00:15:52 --> 00:15:54: that are that are good urban planning.

00:15:54 --> 00:15:57: It's it's interesting. It's like for you to have that

00:15:57 --> 00:15:59: evolution from you know very early on your career in

00:15:59 --> 00:16:01: this area to come back to it at a later

00:16:01 --> 00:16:04: stage and then an attachment again in a different iteration.

00:16:04 --> 00:16:08: That's that's really interesting. So I guess kind of touch

00:16:08 --> 00:16:11: upon that you know you've worked in a number of

00:16:11 --> 00:16:12: municipalities.

00:16:12 --> 00:16:16: What are some key lessons and takeaways you've had in

00:16:16 --> 00:16:19: your progression so we know some of the audience are

00:16:19 --> 00:16:20: in school?

00:16:20 --> 00:16:23: Still somewhere in earlier stages of their careers,

00:16:23 --> 00:16:27: not necessarily just in planning but no planning and planning

00:16:27 --> 00:16:29: adjacent fields such as development.

00:16:29 --> 00:16:33: What are some key lessons and takeaways you've had in

00:16:33 --> 00:16:35: your career so far?

00:16:35 --> 00:16:36: But the big loaded question,

00:16:36 --> 00:16:39: but no, it's a great question and you know for

00:16:40 --> 00:16:41: folks who are kind of new,

00:16:41 --> 00:16:44: I guess my advice would be to take advice to

00:16:44 --> 00:16:45: listen to people.  
 00:16:45 --> 00:16:48: And no matter where those folks are from like you  
 00:16:49 --> 00:16:49: know,  
 00:16:49 --> 00:16:51: I was actually on a panel last week.  
 00:16:51 --> 00:16:55: The School of Community and Regional Planning asked a  
 few  
 00:16:55 --> 00:16:58: planning directors to sort of give some.  
 00:16:58 --> 00:17:01: I'm advice on like what the school should be doing.  
 00:17:01 --> 00:17:03: I mean, one of the things that I said was,  
 00:17:03 --> 00:17:06: like, you know, well these students come out and they're  
 00:17:06 --> 00:17:07: really smart.  
 00:17:07 --> 00:17:09: Hey, like, I'm always so impressed that you have these  
 00:17:09 --> 00:17:13: students come in their technical skills are unbelievable there.  
 00:17:13 --> 00:17:15: There really well read, you know,  
 00:17:15 --> 00:17:17: they read the most recent books on theory and even  
 00:17:17 --> 00:17:20: to get into these schools like you know the various  
 00:17:20 --> 00:17:20: weather.  
 00:17:20 --> 00:17:23: Whether it's you know UBC or SFU or or Dell  
 00:17:23 --> 00:17:24: or wherever going Miguel,  
 00:17:24 --> 00:17:25: right?  
 00:17:25 --> 00:17:28: And then it you know these students come out and  
 00:17:28 --> 00:17:30: there's and they're kind of mad because they hate the  
 00:17:30 --> 00:17:31: state of the world.  
 00:17:31 --> 00:17:33: Like there's a bit of self righteousness,  
 00:17:33 --> 00:17:35: a little bit. So it's like it's kind of like  
 00:17:36 --> 00:17:38: let's temper some of the self righteousness and then and  
 00:17:38 --> 00:17:41: then the ability just to take advice is really important  
 00:17:41 --> 00:17:43: to listen to a variety of different people you want  
 00:17:44 --> 00:17:45: in the key advice like I think you know,  
 00:17:45 --> 00:17:48: for me it's just that you know if you're working  
 00:17:48 --> 00:17:49: in a municipality,  
 00:17:49 --> 00:17:51: it's just to be able to communicate with people and  
 00:17:51 --> 00:17:54: to be able to understand and listen and understand that  
 00:17:54 --> 00:17:55: knows a planner and I.  
 00:17:55 --> 00:17:57: I don't want to kind of you,  
 00:17:57 --> 00:17:59: just not that important. Like you're important,  
 00:17:59 --> 00:18:01: you have an important role,  
 00:18:01 --> 00:18:04: but it's about the people and connecting with people.  
 00:18:04 --> 00:18:07: An understanding how people work and working with folks to  
 00:18:07 --> 00:18:08: kind of achieve an outcome in,  
 00:18:08 --> 00:18:10: you know, deep planarizing your language,  
 00:18:10 --> 00:18:13: you know.

00:18:13 --> 00:18:16: You know, understanding how what motivates people and then how

00:18:16 --> 00:18:18: you can kind of get from A to B I think

00:18:18 --> 00:18:19: that's really important.

00:18:19 --> 00:18:22: I seen you know throughout the region right now I'm

00:18:22 --> 00:18:24: seeing like just were project start to flounder.

00:18:24 --> 00:18:27: It's sometimes you folks don't really know how to get

00:18:27 --> 00:18:28: from point A to point B,

00:18:28 --> 00:18:30: and that's just really critical.

00:18:30 --> 00:18:33: Like what are your tactics and how do you kind

00:18:33 --> 00:18:35: of simplify something just to get from A to B

00:18:35 --> 00:18:37: and make that happen and make it work?

00:18:37 --> 00:18:39: And and who are the people that you need to

00:18:39 --> 00:18:41: talk to and who your allies who are?

00:18:41 --> 00:18:43: Who are your who are you?

00:18:43 --> 00:18:44: The folks that you listen to.

00:18:44 --> 00:18:46: So I mean, I even notice on this call right?

00:18:46 --> 00:18:48: Like I mean, there's a lot of folks here who

00:18:48 --> 00:18:49: are who,

00:18:49 --> 00:18:51: hopefully are listening and taking some of this advice.

00:18:51 --> 00:18:53: But I've had a lot of advice and I see

00:18:53 --> 00:18:54: Michael Geller's there.

00:18:54 --> 00:18:56: He's in development industry back.

00:18:56 --> 00:18:58: I listen to Mr. Geller like he's really,

00:18:58 --> 00:19:00: really good at listening to folks in getting projects.

00:19:00 --> 00:19:02: Or I think Dan Milburn was on there.

00:19:02 --> 00:19:03: He's a colleague of mine,

00:19:03 --> 00:19:05: and in North End Mr crawls on on the call

00:19:05 --> 00:19:06: I see as well.

00:19:06 --> 00:19:09: It's just like. So there's these folks out here that

00:19:09 --> 00:19:11: I would encourage young people or any people at any

00:19:11 --> 00:19:14: stage in your career to listen to understand their perspectives.

00:19:14 --> 00:19:17: You know, figure out how you like within your own

00:19:17 --> 00:19:18: personality.

00:19:18 --> 00:19:20: Like how are you going to get things done,

00:19:20 --> 00:19:24: but listening to other people and understanding other perspectives to

00:19:24 --> 00:19:25: kind of swim upstream if you will,

00:19:25 --> 00:19:28: is really the that I think are really key piece

00:19:28 --> 00:19:29: of being successful.

00:19:32 --> 00:19:35: Can you kind of touch upon why you chose?

00:19:35 --> 00:19:38: You know briefly why you chose the public sector is

00:19:38 --> 00:19:41: a planner versus the private sector is always,  
00:19:41 --> 00:19:42: I mean even for myself,  
00:19:42 --> 00:19:46: you know almost two years out of grad school now.  
00:19:46 --> 00:19:48: It's always been kind of a battle or a choice  
00:19:48 --> 00:19:49: between the two.  
00:19:49 --> 00:19:52: So how did you kind of find yourself in working  
00:19:52 --> 00:19:54: for municipalities?  
00:19:56 --> 00:19:59: Well, I guess there's two questions there.  
00:19:59 --> 00:20:01: I mean, I think public sector for me is always  
00:20:01 --> 00:20:02: been.  
00:20:02 --> 00:20:03: I've always just had more.  
00:20:03 --> 00:20:05: I think of an interest in sort of the public  
00:20:05 --> 00:20:07: interest if you will and in terms of,  
00:20:07 --> 00:20:10: you know, advancing the public interest.  
00:20:10 --> 00:20:12: Like you know, strong sort of.  
00:20:12 --> 00:20:15: Ethical inclination I guess towards you know,  
00:20:15 --> 00:20:18: sustainability towards you. Know, social justice,  
00:20:18 --> 00:20:21: social equity, that kind of thing and then kind of  
00:20:21 --> 00:20:24: how that would be manifest would be sort of more  
00:20:24 --> 00:20:26: typically through through public sector.  
00:20:26 --> 00:20:29: Now I think what we're seeing more recently is a  
00:20:29 --> 00:20:33: real transformation and kind of bringing together of the public  
00:20:33 --> 00:20:34: and private sector.  
00:20:34 --> 00:20:37: You know, I think the private sector can really deliver  
00:20:37 --> 00:20:39: a lot of those things around.  
00:20:39 --> 00:20:42: Environmental Protection, social justice, social equity,  
00:20:42 --> 00:20:45: and I think that. That the private sector can oftentimes  
00:20:45 --> 00:20:48: do that more efficiently than the public sector.  
00:20:48 --> 00:20:50: I think those two things need to work together.  
00:20:50 --> 00:20:53: I also just think that you know I'm in the  
00:20:53 --> 00:20:54: public sector now.  
00:20:54 --> 00:20:55: I mean, I'm only 45.  
00:20:55 --> 00:20:56: You know. Hopefully I got at least,  
00:20:56 --> 00:20:58: you know, 10 more years.  
00:20:58 --> 00:20:59: And maybe I don't know.  
00:20:59 --> 00:21:00: Maybe 15 like I, I could see,  
00:21:00 --> 00:21:02: why not go work in the private sector?  
00:21:02 --> 00:21:05: I think that would be really interesting.  
00:21:05 --> 00:21:07: At some point. I love my job and I don't  
00:21:07 --> 00:21:08: really want to go anywhere,  
00:21:08 --> 00:21:09: but I just, you know,  
00:21:09 --> 00:21:12: I don't think that. I think you can make that

00:21:12 --> 00:21:14: difference in either the private or public sector.

00:21:14 --> 00:21:18: Whether you're working for development company and you see these

00:21:18 --> 00:21:20: development companies now with with,

00:21:20 --> 00:21:22: you know good business is doing the right thing.

00:21:22 --> 00:21:25: It is doing. You know that and you know it

00:21:25 --> 00:21:26: is protecting the watersheds.

00:21:26 --> 00:21:28: It is providing social housing.

00:21:28 --> 00:21:31: It is, you know, those things matter because it's about

00:21:31 --> 00:21:33: those complete communities.

00:21:33 --> 00:21:35: So I think that that the lines between private and

00:21:35 --> 00:21:37: public are becoming blurrier,

00:21:37 --> 00:21:38: and I think that again,

00:21:38 --> 00:21:41: it kind of goes to that piece where you're where

00:21:41 --> 00:21:43: folks when you're working together.

00:21:43 --> 00:21:46: It's listening to those other perspectives like.

00:21:46 --> 00:21:48: The public sector could learn a lot from the private

00:21:48 --> 00:21:49: sector and vice versa.

00:21:49 --> 00:21:52: You know, the private sector could learn a lot from

00:21:52 --> 00:21:53: the public sector in both.

00:21:53 --> 00:21:55: Both areas can do things really well.

00:21:55 --> 00:21:58: Some of the most effective public sector people are people

00:21:58 --> 00:21:59: who have private sector experience.

00:21:59 --> 00:22:01: It's really cool to kind of see people come in

00:22:01 --> 00:22:04: and be able to navigate problems with a with a

00:22:04 --> 00:22:05: little bit of a different mindset.

00:22:08 --> 00:22:09: Thanks for that. That's yeah,

00:22:09 --> 00:22:11: that's been something you know.

00:22:11 --> 00:22:12: Obviously going in my head as a planner and I

00:22:13 --> 00:22:15: know having only worked in the private sector like what

00:22:15 --> 00:22:16: does this look like?

00:22:16 --> 00:22:18: In which avenues could it go?

00:22:18 --> 00:22:21: Because if we could kind of backtrack to.

00:22:21 --> 00:22:24: I mean this is before everyone else jumped online,

00:22:24 --> 00:22:28: but we could talk about workforce housing in West Vancouver.

00:22:28 --> 00:22:32: And obviously you know housing prices in West Vancouver being

00:22:32 --> 00:22:32: a key.

00:22:32 --> 00:22:36: You know massively critical challenge to retaining people.

00:22:36 --> 00:22:40: And once Vancouver, both from a workforce perspective and just

00:22:40 --> 00:22:43: from a living aging in place kind of perspective.

00:22:43 --> 00:22:47: What kind of initiatives are being undertaken in West van  
00:22:47 --> 00:22:50: to kind of solve this or or tackle this issue?  
00:22:50 --> 00:22:52: Yeah, that's a great question.  
00:22:52 --> 00:22:53: I think you know we.  
00:22:53 --> 00:22:56: We have an official community plan that really gives us  
00:22:56 --> 00:22:58: a really strong foundation.  
00:22:58 --> 00:23:00: I think for providing policy around,  
00:23:00 --> 00:23:03: you know requiring more affordable housing as part of you  
00:23:03 --> 00:23:04: know,  
00:23:04 --> 00:23:06: redevelopment so you know one of the things that I  
00:23:06 --> 00:23:09: started there in 2015 and one of the things that  
00:23:09 --> 00:23:11: I really wanted to make a goal.  
00:23:11 --> 00:23:14: And I think you know well in Council certainly has  
00:23:14 --> 00:23:17: two is to provide that more affordable housing.  
00:23:17 --> 00:23:20: So you've seen in West Vancouver when we're dealing with  
00:23:20 --> 00:23:22: these larger projects where?  
00:23:22 --> 00:23:25: Where we're requiring rental, we're seeing that happen.  
00:23:25 --> 00:23:28: Whether it's you know it's the Largos project at Marine  
00:23:28 --> 00:23:29: and Taylor.  
00:23:29 --> 00:23:31: Whether it's no British specific properties,  
00:23:31 --> 00:23:35: they did a recent rezoning of Rogers Creek and that  
00:23:35 --> 00:23:36: included.  
00:23:36 --> 00:23:38: You know tremendous amount of rental housing and so you  
00:23:38 --> 00:23:39: have,  
00:23:39 --> 00:23:41: you know.  
00:23:41 --> 00:23:44: There's a number of projects that are looking to provide  
00:23:44 --> 00:23:45: a diversity of housing.  
00:23:45 --> 00:23:47: Some of those projects are also provided below.  
00:23:47 --> 00:23:49: Market housing is well supported housing,  
00:23:49 --> 00:23:52: which is, you know, a new for new thing.  
00:23:52 --> 00:23:54: For West Ham we have the districts putting our own  
00:23:54 --> 00:23:55: land into the game.  
00:23:55 --> 00:23:58: You know, we're kind of we're walking the talk if  
00:23:58 --> 00:23:58: you will.  
00:23:58 --> 00:24:01: So so you know, folks would have seen in RFP  
00:24:01 --> 00:24:03: come out last week for the redevelopment of 2195.  
00:24:03 --> 00:24:06: Gordon, which is a district own site where we rezoned  
00:24:06 --> 00:24:08: it so we know the district I think is gone  
00:24:09 --> 00:24:10: to the trouble to rezone it.  
00:24:10 --> 00:24:12: So development company can come in.  
00:24:12 --> 00:24:15: And and create something on that site consistent with the  
00:24:15 --> 00:24:17: zoning in the development permit.

00:24:17 --> 00:24:20: But looking at you know below market housing on that  
00:24:20 --> 00:24:20: site,  
00:24:20 --> 00:24:23: some rental housing and below market in West Van you  
00:24:23 --> 00:24:23: know 70%  
00:24:23 --> 00:24:25: of market still requires a pretty.  
00:24:25 --> 00:24:28: It's it's not. You know what people would typically think  
00:24:28 --> 00:24:29: of as as social housing.  
00:24:29 --> 00:24:31: It's you know 70% of market is folks like us  
00:24:31 --> 00:24:33: to tell you the truth right?  
00:24:33 --> 00:24:35: Like it's it's, you know it's it's you know mid  
00:24:35 --> 00:24:37: level professionals who are.  
00:24:37 --> 00:24:40: I don't know that everybody is a mid level professional.  
00:24:40 --> 00:24:42: It's like it's that kind of folks who are going  
00:24:42 --> 00:24:43: to be living there,  
00:24:43 --> 00:24:46: your teachers, your. Your planner is outside with the thing,  
00:24:46 --> 00:24:48: so I think that that's a real change.  
00:24:48 --> 00:24:50: Now I think when you're knocking on the door in  
00:24:50 --> 00:24:51: West van,  
00:24:51 --> 00:24:53: is it as a developer and you're coming in?  
00:24:53 --> 00:24:54: You should be thinking like,  
00:24:54 --> 00:24:57: OK, you know what? How is my project going to  
00:24:57 --> 00:24:58: contribute to?  
00:24:58 --> 00:25:01: Two affordable rental housing and we're seeing that,  
00:25:01 --> 00:25:03: and it's a really good news story.  
00:25:03 --> 00:25:05: We're kind of seeing that a transformation.  
00:25:05 --> 00:25:07: I think in the in the district.  
00:25:07 --> 00:25:09: So exciting.  
00:25:09 --> 00:25:12: It is, yeah, just I think even as as a  
00:25:12 --> 00:25:15: young person growing up here.  
00:25:15 --> 00:25:18: You know, in terms of neighborhoods to think about.  
00:25:18 --> 00:25:19: When I would like you know,  
00:25:19 --> 00:25:21: as I get older and want to age.  
00:25:21 --> 00:25:24: Etc. I've never really thought of West Vancouver is a  
00:25:24 --> 00:25:27: place that would even ever be kind of attainable,  
00:25:27 --> 00:25:29: frankly, honest. But you know,  
00:25:29 --> 00:25:31: with different initiatives and an workforce,  
00:25:31 --> 00:25:35: housing and such, it makes it seem like another municipality  
00:25:35 --> 00:25:37: that could be in contention as a as a as  
00:25:37 --> 00:25:38: a place to live.  
00:25:38 --> 00:25:41: Obviously having a lot of amenities in being and actually  
00:25:41 --> 00:25:44: quite a nice setting helps that so you know,  
00:25:44 --> 00:25:46: kind of bringing those together.



00:25:46 --> 00:25:49: Might change the demographics of the region moving forward or

00:25:49 --> 00:25:51: the district moving forward.

00:25:51 --> 00:25:54: There are aesthetic is amazing like it's a beautiful place

00:25:54 --> 00:25:55: I think.

00:25:55 --> 00:25:57: Obviously we need to provide more housing.

00:25:57 --> 00:25:59: I think we do also need to really focus on

00:25:59 --> 00:26:02: sort of revitalization of our of our commercial centers.

00:26:02 --> 00:26:04: I think that's a really key piece.

00:26:04 --> 00:26:05: I think no. So Ambleside.

00:26:05 --> 00:26:08: There's a sample size. An amazing place I could we

00:26:08 --> 00:26:09: could we improve it?

00:26:09 --> 00:26:12: I think so. I think there are some things we

00:26:12 --> 00:26:13: could certainly do there.

00:26:13 --> 00:26:16: I'm really excited about the future of the upper lands

00:26:16 --> 00:26:17: with Cypress Village,

00:26:17 --> 00:26:20: I think that could be a pretty amazing place that

00:26:20 --> 00:26:22: I think it has the potential to be.

00:26:22 --> 00:26:23: To be really exciting and you know,

00:26:23 --> 00:26:25: we've on that project too.

00:26:25 --> 00:26:26: I mean, it's you know,

00:26:26 --> 00:26:28: traffic. All this comes up as an issue,

00:26:28 --> 00:26:30: but you know, BPP is worked really hard and we

00:26:30 --> 00:26:33: worked hard with transit Translink to create an independent transit

00:26:34 --> 00:26:34: service,

00:26:34 --> 00:26:36: so we're trying to get we're getting the bones in

00:26:36 --> 00:26:39: place for where I think some exciting places where people

00:26:39 --> 00:26:40: can work and play.

00:26:40 --> 00:26:42: It's a good news story.

00:26:42 --> 00:26:45: Are there any other kind of new projects in the

00:26:46 --> 00:26:49: upcoming that you kind of want to shout out to

00:26:49 --> 00:26:50: kind of talk him up a bit?

00:26:50 --> 00:26:53: Funny mods oh check out like I mean Horseshoe Bay.

00:26:53 --> 00:26:57: That plan. We've just released a draft plan for Horseshoe

00:26:57 --> 00:26:59: Bay and I think that that's really exciting.

00:26:59 --> 00:27:01: I mean where she pays for a lot of folks.

00:27:01 --> 00:27:04: It's just a place you visit when you're when you're

00:27:04 --> 00:27:06: going to Vancouver Island,

00:27:06 --> 00:27:08: but I think you know the it's a beautiful place

00:27:08 --> 00:27:09: again.

00:27:09 --> 00:27:12: The aesthetic is incredible. West Bank is nearing completion of

00:27:12 --> 00:27:14: their project out there,  
00:27:14 --> 00:27:17: and that is fairly transformative for that area.  
00:27:17 --> 00:27:19: But you know, we are introducing a plan out there  
00:27:19 --> 00:27:21: that is going to introduce.  
00:27:21 --> 00:27:24: A variety of different housing forms at price points that  
00:27:24 --> 00:27:25: I think are probably I.  
00:27:25 --> 00:27:27: I'm really excited about where she may like.  
00:27:27 --> 00:27:29: It's it's. It's a great place where I think you  
00:27:29 --> 00:27:32: could find some really interesting housing out there,  
00:27:32 --> 00:27:35: and we're looking at you know that the missing middle  
00:27:35 --> 00:27:36: out there.  
00:27:36 --> 00:27:37: The duplex is the coach house.  
00:27:37 --> 00:27:39: Is that the town houses as part of that and  
00:27:39 --> 00:27:41: then that plan to check that?  
00:27:41 --> 00:27:43: Check that out and one of the things that we're  
00:27:43 --> 00:27:45: hoping to do with that is to not just,  
00:27:45 --> 00:27:47: you know, put it policy plan like I would like  
00:27:47 --> 00:27:48: to and I you know,  
00:27:48 --> 00:27:50: I did this in a few places in Vancouver when  
00:27:50 --> 00:27:51: I worked there.  
00:27:51 --> 00:27:53: You know like do some pre zoning in there,  
00:27:53 --> 00:27:54: right? So so you know,  
00:27:54 --> 00:27:56: people can come out, they don't have to go through  
00:27:56 --> 00:27:59: a rezoning for every single townhouse duplex coach house,  
00:27:59 --> 00:28:02: because I mean, that's that's one of the biggest challenges.  
00:28:02 --> 00:28:04: I think we we faced a kind of pivot to  
00:28:04 --> 00:28:05: challenge is a little bit.  
00:28:05 --> 00:28:09: Is that this? We spent last Monday we spent,  
00:28:09 --> 00:28:13: I think, about four hours on a on receiving an  
00:28:13 --> 00:28:17: information report on a townhouse development at .45,  
00:28:17 --> 00:28:20: FAR right, and so. So that so that's just to  
00:28:20 --> 00:28:23: give you some perspective on that and it you know.  
00:28:23 --> 00:28:25: And I think you know Council wants to do the  
00:28:25 --> 00:28:25: right thing.  
00:28:25 --> 00:28:28: Council certainly wants to and from my perspective,  
00:28:28 --> 00:28:29: approve these types of housing forms,  
00:28:29 --> 00:28:32: but you just get such neighborhood pushback on these  
00:28:32 --> 00:28:35: individual projects that I think things like rezoning.  
00:28:35 --> 00:28:36: Here are the way to go,  
00:28:36 --> 00:28:38: and we're going to be looking at moving forward,  
00:28:38 --> 00:28:40: so that's really exciting. Couple of other things I'm mindful

00:28:40 --> 00:28:41: of time here,  
00:28:41 --> 00:28:43: but.  
00:28:43 --> 00:28:46: Maybe not so exciting things where West Vancouver at the  
00:28:46 --> 00:28:49: end of this month is about to have the greenest  
00:28:49 --> 00:28:52: building code the green is building by law in the  
00:28:52 --> 00:28:56: region. You know where we're really kind of pushing the  
00:28:56 --> 00:28:57: envelope on that.  
00:28:57 --> 00:28:59: So February 28th.  
00:28:59 --> 00:29:02: New houses gotta be Step 5.  
00:29:02 --> 00:29:05: The Multi family is is I think step four or  
00:29:05 --> 00:29:07: you can go on both of these situations.  
00:29:07 --> 00:29:09: You can do that. The low carbon system as well,  
00:29:09 --> 00:29:13: but that's really transformative. I think we're really pushing the  
00:29:13 --> 00:29:16: the boundary there on on climate change related things to.  
00:29:16 --> 00:29:19: We've just adopted a wildfire development permit area.  
00:29:19 --> 00:29:22: You know, we've kind of followed the district in North,  
00:29:22 --> 00:29:25: and they've done an excellent job of that where we're  
00:29:25 --> 00:29:25: following them,  
00:29:25 --> 00:29:29: and we're developing a foreshore development permit and the reason  
00:29:29 --> 00:29:30: I'm mentioning those are,  
00:29:30 --> 00:29:34: you know there maybe not super exciting but they're really  
00:29:34 --> 00:29:35: indicative of the other.  
00:29:35 --> 00:29:38: I think big existential crisis that we're all facing in  
00:29:38 --> 00:29:39: sort of in climate change,  
00:29:39 --> 00:29:42: right? So you know, we have this pandemic.  
00:29:42 --> 00:29:45: Thank goodness we didn't have a forest fire last year,  
00:29:45 --> 00:29:47: right? I mean like the you know and so,  
00:29:47 --> 00:29:49: but so we're kind of getting ready and prepared for  
00:29:49 --> 00:29:50: those things as well,  
00:29:50 --> 00:29:52: because those things are on the horizon.  
00:29:52 --> 00:29:55: So we're, you know we're dealing with this world of  
00:29:55 --> 00:29:58: pandemic climate change when it happens.  
00:29:58 --> 00:30:01: Really, really huge challenges around affordability and so trying to  
00:30:01 --> 00:30:04: trying to manage all that is really interesting,  
00:30:04 --> 00:30:06: but those are some of the things that we're doing  
00:30:06 --> 00:30:08: to get in front of those things and I think  
00:30:08 --> 00:30:11: municipalities are good places and where you can where you  
00:30:11 --> 00:30:15: can can kind of make some proactive change.  
00:30:15 --> 00:30:17: That's on, that's great here and then yeah,  
00:30:17 --> 00:30:18: I'm just being mindful of time.

00:30:18 --> 00:30:21: We have a couple of questions of the audience,  
00:30:21 --> 00:30:23: so I'm going to turn it over first to Oliver,  
00:30:23 --> 00:30:25: who can introduce the people when asked questions.  
00:30:25 --> 00:30:27: Thank you. Thank you so much once again.  
00:30:27 --> 00:30:31: And this is this has been great.  
00:30:31 --> 00:30:34: Yes, we thanks Chris. We did get a few questions  
00:30:34 --> 00:30:34: here.  
00:30:34 --> 00:30:37: First question was for Monica Monica.  
00:30:37 --> 00:30:40: I'll unmute you and you can ask your question.  
00:30:42 --> 00:30:45: Thanks, Oliver. Hi Jim, thanks for taking the time to  
00:30:45 --> 00:30:47: be with us this morning.  
00:30:47 --> 00:30:49: I'm a little bit biased with my question because I  
00:30:49 --> 00:30:52: work in proptech at Ratio City here in Vancouver,  
00:30:52 --> 00:30:56: but what kind of technologies is address tricked looking into  
00:30:56 --> 00:30:59: to assist with development processes and virtual settings?  
00:30:59 --> 00:31:02: Um, I don't know that we're looking into any of  
00:31:03 --> 00:31:03: the community,  
00:31:03 --> 00:31:07: so we work really closely with our.  
00:31:07 --> 00:31:11: Professionals and experts in it to make sure that you  
00:31:11 --> 00:31:15: know that our systems are running as efficiently as possible  
00:31:15 --> 00:31:19: with respect to all of our Land Management systems.  
00:31:19 --> 00:31:22: And I, I think they serve us really well.  
00:31:22 --> 00:31:25: We've we've managed to.  
00:31:25 --> 00:31:26: Again, as I mentioned earlier,  
00:31:26 --> 00:31:29: to kind of become much more proficient at sort of,  
00:31:29 --> 00:31:31: you know, digital plan checking,  
00:31:31 --> 00:31:33: document management, all those sorts of things.  
00:31:33 --> 00:31:34: I think that goes really well,  
00:31:34 --> 00:31:37: even like simple things like signatures and when and how  
00:31:37 --> 00:31:38: you need to sign something,  
00:31:38 --> 00:31:41: say, isn't improving Officer to go in the land titles  
00:31:41 --> 00:31:44: office like just working through those details early on was  
00:31:44 --> 00:31:46: really interesting and challenging.  
00:31:46 --> 00:31:49: I think we have a strong kind of framework around  
00:31:49 --> 00:31:53: our Land Management systems and just our technological  
00:31:53 --> 00:31:53: systems internally  
00:31:53 --> 00:31:53: as well.  
00:31:53 --> 00:31:56: Always looking, you know, to improve those things.  
00:31:56 --> 00:31:58: I mean, obviously you know with the kind of the  
00:31:58 --> 00:31:59: onset,  
00:31:59 --> 00:32:02: of of fiber and various things coming into communities where  
00:32:02 --> 00:32:03: we're working on those issues.

00:32:03 --> 00:32:06: There's some really ironic things like the number of my  
00:32:06 --> 00:32:08: colleagues who live up in the in the in,  
00:32:08 --> 00:32:11: the British Pacific Property areas like in the upper lands,  
00:32:11 --> 00:32:14: more to the East, the cell coverage is terrible,  
00:32:14 --> 00:32:16: right? So we were working like how do we improve  
00:32:16 --> 00:32:17: those things like those are?  
00:32:17 --> 00:32:20: Those are issues that we that we need to address,  
00:32:20 --> 00:32:22: but you know, and it's pretty basic things.  
00:32:22 --> 00:32:24: Like I joked around with this.  
00:32:24 --> 00:32:27: The The Plan Checker is early on when we were  
00:32:27 --> 00:32:30: just even basic like sort of digital measuring tools and  
00:32:30 --> 00:32:33: like can you just hold up your ruler to the  
00:32:33 --> 00:32:36: screen and measure and then there's like so you can't.  
00:32:36 --> 00:32:39: But so so we've been like sort of improving all  
00:32:39 --> 00:32:43: of our software and an infrastructure around that recently.  
00:32:43 --> 00:32:44: Awesome thanks.  
00:32:46 --> 00:32:49: Hey, thanks for your question Mark and we have another  
00:32:49 --> 00:32:51: question here from Richard Richard.  
00:32:51 --> 00:32:53: I'm going to unmute you and you can ask your  
00:32:53 --> 00:32:54: question.  
00:32:56 --> 00:33:00: Alright thanks Oliver and thanks Jim for having this  
conversation  
00:33:00 --> 00:33:01: Jim.  
00:33:01 --> 00:33:04: I just over the last couple of months I've been  
00:33:04 --> 00:33:06: contemplating to learn through accretive.  
00:33:06 --> 00:33:10: Mentioned just, you know, a career in public versus private  
00:33:10 --> 00:33:11: sector,  
00:33:11 --> 00:33:14: and I think how I'm kind of framing that decision  
00:33:14 --> 00:33:17: is trying to understand kind of the.  
00:33:17 --> 00:33:20: Extensive impact on either of these sectors?  
00:33:20 --> 00:33:23: Or can you know either in?  
00:33:23 --> 00:33:25: Moving towards in a similar role as you,  
00:33:25 --> 00:33:28: you know, like later down in my career,  
00:33:28 --> 00:33:31: or moving down into a more of a managerial role  
00:33:31 --> 00:33:32: in the private sector.  
00:33:32 --> 00:33:34: And I guess my question is,  
00:33:34 --> 00:33:37: in your perspective, what would you say is the most  
00:33:37 --> 00:33:40: impactful project that you've been able to work on as  
00:33:40 --> 00:33:44: as Director of Planning and Development Services at West  
Vancouver  
00:33:44 --> 00:33:45: and why?  
00:33:47 --> 00:33:48: Well, that's a good question.  
00:33:48 --> 00:33:49: The most impactful.

00:33:51 --> 00:33:53: So like I don't need to.

00:33:53 --> 00:33:57: Duck the question. I don't think it's ever just one

00:33:57 --> 00:33:58: thing you know.

00:33:58 --> 00:34:01: I think that I think.

00:34:01 --> 00:34:05: What's been impactful? I think has been working with Council

00:34:05 --> 00:34:08: to sort of change the culture around,

00:34:08 --> 00:34:11: around and.

00:34:11 --> 00:34:12: He's kicking my kid out of here.

00:34:12 --> 00:34:14: That's great.

00:34:14 --> 00:34:17: I think so. So to kind of change the culture

00:34:17 --> 00:34:19: around affordable housing,

00:34:19 --> 00:34:21: I think that's been a really important piece,

00:34:21 --> 00:34:25: just kind of making sure that when development applications are

00:34:25 --> 00:34:26: coming in,

00:34:26 --> 00:34:30: there's an expectation and understanding that people are going to

00:34:30 --> 00:34:30: be on.

00:34:30 --> 00:34:34: Notice that they are contributing to affordability through projects and

00:34:34 --> 00:34:38: so that then manifests itself in sort of any negotiation

00:34:38 --> 00:34:41: discussion that you're going into with any developer on any

00:34:41 --> 00:34:45: project. So I think that that's been the most impactful

00:34:45 --> 00:34:45: thing.

00:34:45 --> 00:34:48: And it's in. It's been really exciting to watch because

00:34:48 --> 00:34:48: you see,

00:34:48 --> 00:34:50: you know where they say day one.

00:34:50 --> 00:34:52: People would come in and they would be like,

00:34:52 --> 00:34:54: oh, here's our project is Strata Project Bah Bah?

00:34:54 --> 00:34:56: Go through it and now it's coming.

00:34:56 --> 00:34:58: It's like this is what we're pitching now.

00:34:58 --> 00:34:59: As part of this project.

00:34:59 --> 00:35:02: This is the level of affordability we're going to achieve.

00:35:02 --> 00:35:04: This is how we're going to go.

00:35:04 --> 00:35:05: So I think that that's been.

00:35:05 --> 00:35:07: I think one of the key pieces is trying to

00:35:07 --> 00:35:10: turn the dial on on the affordability question in West

00:35:10 --> 00:35:10: van.

00:35:10 --> 00:35:12: And frankly, throughout the region,

00:35:12 --> 00:35:14: I think that's the biggest issue like we have.

00:35:14 --> 00:35:16: We're super desirable place to live.

00:35:16 --> 00:35:20: Our geographic location is is unparalleled from an aesthetic perspective,

00:35:20 --> 00:35:23: but also just our proximity to various markets and whatnot,

00:35:23 --> 00:35:25: so that pressure is going to come in and making

00:35:25 --> 00:35:28: sure that we respond proactively to that,

00:35:28 --> 00:35:29: I think is is kind of key and what I'm

00:35:30 --> 00:35:30: most proud of,

00:35:30 --> 00:35:33: I guess. That's really interesting.

00:35:33 --> 00:35:35: Thank selection and Internet to keep going back and you

00:35:35 --> 00:35:38: can do that if you're working private sector or public

00:35:38 --> 00:35:39: sector right?

00:35:39 --> 00:35:41: Like? I mean that's the key thing like I'm always

00:35:41 --> 00:35:44: impressed now with private sector developers,

00:35:44 --> 00:35:47: the private sector developers who are going to be ahead

00:35:47 --> 00:35:49: of the game are going to be those people that

00:35:49 --> 00:35:52: see those trends and then respond to them earlier and

00:35:52 --> 00:35:53: get in front of those things.

00:35:53 --> 00:35:56: And it's just and it's not only just when you

00:35:56 --> 00:35:58: come in the room to meet with the public sector,

00:35:58 --> 00:36:00: you're going to be better received if you will,

00:36:00 --> 00:36:05: but. But it's just you're also hitting a market real.

00:36:05 --> 00:36:08: You're getting to a market where there's need and figuring

00:36:08 --> 00:36:10: out how to make that profitable.

00:36:10 --> 00:36:12: But still affordable is, I think,

00:36:12 --> 00:36:18: a really interesting business slash mental challenge.

00:36:18 --> 00:36:20: Just a quick follow up question I guess to that

00:36:20 --> 00:36:23: then do you think that's that viewed of public private

00:36:23 --> 00:36:24: partnership?

00:36:24 --> 00:36:27: Do you think that's unique to Metro Vancouver?

00:36:27 --> 00:36:29: Or do you think that's like hopping across Canada?

00:36:29 --> 00:36:33: Or is Vancouver leading in that area of partnership or

00:36:33 --> 00:36:34: professional take on that?

00:36:34 --> 00:36:36: I don't think it's unique to Metro Vancouver.

00:36:36 --> 00:36:38: I think you know those partnerships exist,

00:36:38 --> 00:36:40: you know all over the world.

00:36:40 --> 00:36:41: I think there's a lot of places.

00:36:44 --> 00:36:46: This is that we can learn from,

00:36:46 --> 00:36:47: you know you you go.

00:36:47 --> 00:36:50: I keep seeing Michael's on my screen so I keep

00:36:50 --> 00:36:53: seeing him and keep reminding you know keeps reminding

00:36:53 --> 00:36:56: like

00:36:53 --> 00:36:56: you watch watch one of his blogs on his travels

00:36:56 --> 00:36:59: to Europe and I think you'll see there some really

00:36:59 --> 00:37:04: interesting public private partnerships that that sort of

showcase various levels of success in affordability or just in Great city building, right?

Awesome, thank you.

Yeah, thanks for your question there.

And we do have another question that came in just in regards to workforce.

An affordable housing. I can't see their full name so it's M birming and I'm going to unmute them right now.

Hi thanks Oliver. Yeah it's my name is Michael.

That no problem, I didn't change it on my tag.

Thank you Jim for taking the time to speak with us this morning.

It's been insightful learning about your work experience and what's going on in the district.

My question for you is that you spoke about the need for workforce and affordable housing in the district, which I think is a common sentiment we know is an issue.

Providing that form of housing in the district.

Given the high cost of housing.

Speak to any specific actions such as policies that are in place in the district that the district is using to promote this form of development.

Sure, so I mean, in terms of specific policies, essentially, you know when when applications are coming in we require and we don't have prescriptive percentages, but we do for example, require affordability to be built into projects, and you know, typically we look at that as a requirement and then through the pro forma design phase we we could negotiate and discuss what levels of affordability those are. We require that so you know.

In in West Vancouver's folks are probably well aware we have a number of.

Purpose built rental buildings that that are, I think, vulnerable to to demolition and change like and so we have no we would require if those sites would be rezoned,



00:39:01 --> 00:39:03: we'd require no tenant relocation programs.

00:39:03 --> 00:39:06: All those sorts of things to make sure that those

00:39:06 --> 00:39:08: people are are taken care of.

00:39:08 --> 00:39:11: If those sites were to be rezoned when we're doing

00:39:11 --> 00:39:13: master plans like larger plans,

00:39:13 --> 00:39:15: whether it be, for example,

00:39:15 --> 00:39:17: Horseshoe Bay or Cypress Village,

00:39:17 --> 00:39:19: we are working with the the land owners,

00:39:19 --> 00:39:22: the folks in the community to come up with.

00:39:22 --> 00:39:26: With policies around what would be appropriate for those neighborhood,

00:39:26 --> 00:39:30: so there's a whole host of tools around the protection

00:39:30 --> 00:39:31: of existing renters,

00:39:31 --> 00:39:35: existing residents, and frankly the creation of more of that.

00:39:35 --> 00:39:36: And really, in a way,

00:39:36 --> 00:39:38: like I mean, I think one of the key drivers

00:39:38 --> 00:39:39: of this,

00:39:39 --> 00:39:42: of course, is sort of a realization that you need

00:39:42 --> 00:39:44: density to to make any of that happen,

00:39:44 --> 00:39:49: right? Like it kind of the wealth generated to.

00:39:49 --> 00:39:52: Provide the housing doesn't happen unless there is a the

00:39:52 --> 00:39:53: development that occurs.

00:39:53 --> 00:39:56: I mean, I can't think of really any scenarios where

00:39:56 --> 00:39:58: I just sort of appears out of nowhere.

00:39:58 --> 00:40:00: More affordable housing appears out of nowhere,

00:40:00 --> 00:40:03: so those are the types of policies and any other

00:40:03 --> 00:40:06: thing too is again like I think councils really walking

00:40:06 --> 00:40:08: the walk with their whole notion of district lands as

00:40:08 --> 00:40:11: a key tool in terms of achieving some of those

00:40:11 --> 00:40:12: things right.

00:40:12 --> 00:40:14: So you know, we are leveraging some of our own

00:40:14 --> 00:40:18: lands to provide some of that workforce and affordable housing.

00:40:18 --> 00:40:19: Thank you.

00:40:21 --> 00:40:25: Great and I actually questioned myself free Jim how can

00:40:25 --> 00:40:29: obviously see a lot of applications come through.

00:40:29 --> 00:40:35: How can developers better their DP submissions when they submit?

00:40:35 --> 00:40:39: Um, I think.

00:40:39 --> 00:40:42: Good question. I think doing a bit of pre work

00:40:42 --> 00:40:45: understanding the context of the community is really key.

00:40:45 --> 00:40:49: You know having those discussions where you see successes where

00:40:49 --> 00:40:53: developers have gone out and they've had communication with you

00:40:53 --> 00:40:56: know neighbors and I'll be honest like sometimes you can

00:40:56 --> 00:40:59: go and have have communications with neighbors and the neighbors

00:41:00 --> 00:41:01: are just dead set against it.

00:41:01 --> 00:41:04: But I think where you see where I've seen successes

00:41:04 --> 00:41:08: where there's been no effective communication is sort of the

00:41:08 --> 00:41:11: representation of the neighbors values in the project itself.

00:41:11 --> 00:41:14: And I think that really really goes a long way

00:41:14 --> 00:41:17: in in making sure that and really being authentic and

00:41:17 --> 00:41:21: genuine in showing how a project can change or be

00:41:21 --> 00:41:25: modified or reflect what what the neighborhood is saying right?

00:41:25 --> 00:41:26: And and that often is,

00:41:26 --> 00:41:29: you know, it's a function of design.

00:41:29 --> 00:41:31: It's a function of listening and it's,

00:41:31 --> 00:41:33: you know, it's a function.

00:41:33 --> 00:41:35: I think of just have a good planning.

00:41:35 --> 00:41:39: Being able to do those things.

00:41:39 --> 00:41:42: Very cool, thank you and we did get one question

00:41:42 --> 00:41:45: in the public chat here and I'll just read it

00:41:45 --> 00:41:45: out.

00:41:45 --> 00:41:49: It says with the discussion of affordable housing.

00:41:49 --> 00:41:53: What are the mechanisms that West Vancouver is using to

00:41:53 --> 00:41:56: secure affordable ownership in the market?

00:41:58 --> 00:42:02: To secure affordable ownership in the market.

00:42:02 --> 00:42:04: Correct?

00:42:04 --> 00:42:06: Well, we haven't really, we don't.

00:42:06 --> 00:42:09: I don't, I can't. I can't recall us having a

00:42:09 --> 00:42:11: affordable homeownership program.

00:42:11 --> 00:42:14: I think where we're achieving what I would call more

00:42:14 --> 00:42:15: affordable housing.

00:42:15 --> 00:42:18: Sort of through rental or below market.

00:42:18 --> 00:42:22: Housing were typically achieving those through through housing agreements.

00:42:22 --> 00:42:24: Just. I mean, that's the.

00:42:24 --> 00:42:26: That's the typical tool. The home.

00:42:26 --> 00:42:29: Affordable Homeownership is an interesting question.

00:42:29 --> 00:42:31: Hey, like and I think we've had a number of

00:42:31 --> 00:42:33: discussions with BC housing,

00:42:33 --> 00:42:35: and I know you can do it.

00:42:35 --> 00:42:37: And I know there are tools to do it.

00:42:37 --> 00:42:41: For municipality our size I think it's fairly cumbersome to  
00:42:41 --> 00:42:43: manage and these aren't reasons why we shouldn't do it.  
00:42:43 --> 00:42:48: I just we haven't done an affordable home ownership  
program.  
00:42:48 --> 00:42:51: So really interested in exploring that you get into a  
00:42:51 --> 00:42:53: whole bunch of administration around who qualifies.  
00:42:53 --> 00:42:55: What happens at the end of the term?  
00:42:55 --> 00:42:57: What's the covenant? How do you deal with equity?  
00:42:57 --> 00:43:00: There's a. There's a bunch of really interesting things Now,  
00:43:00 --> 00:43:02: I think. One big solution,  
00:43:02 --> 00:43:05: like more affordable homeownership is to make and this  
might  
00:43:05 --> 00:43:06: sound awful.  
00:43:06 --> 00:43:09: But to instead of having really big you know \$5  
00:43:09 --> 00:43:10: million houses.  
00:43:10 --> 00:43:13: It is more affordable to have a market apartment right?  
00:43:13 --> 00:43:16: I mean it's it's. It's just more affordable and now  
00:43:16 --> 00:43:19: it's still market price and it's still market and blah  
00:43:19 --> 00:43:20: blah blah.  
00:43:20 --> 00:43:23: But providing that supply the supply side of the Ledger  
00:43:23 --> 00:43:24: is really really important.  
00:43:24 --> 00:43:27: The other thing that I think our Council is also  
00:43:27 --> 00:43:30: done is there's the supply side of the Ledger,  
00:43:30 --> 00:43:32: but there's also kind of the demand side tools to  
00:43:33 --> 00:43:35: help deal with some of the affordability questions.  
00:43:35 --> 00:43:37: So we have been really,  
00:43:37 --> 00:43:40: I think, pioneered sort of locals first programs where you  
00:43:40 --> 00:43:42: know people are signing stat dexta.  
00:43:42 --> 00:43:44: Say that they they live in the community and they're  
00:43:44 --> 00:43:46: going to participate in the community.  
00:43:46 --> 00:43:48: Those are really important initiatives as well,  
00:43:48 --> 00:43:51: so you can build out supplies you that you want,  
00:43:51 --> 00:43:53: but I think it's also important that there be some  
00:43:53 --> 00:43:55: emphasis on people who are then coming to stay in  
00:43:55 --> 00:43:57: this place is contributing to the local economy,  
00:43:57 --> 00:44:00: contributing to the kind of local fabric of life,  
00:44:00 --> 00:44:02: and that housing just doesn't become an investment chip if  
00:44:03 --> 00:44:03: you will,  
00:44:03 --> 00:44:06: right? So we know both of those things that were  
00:44:06 --> 00:44:08: things we're trying to work on.  
00:44:08 --> 00:44:11: Right understood, thank you so that is the effort that  
00:44:11 --> 00:44:12: is up for questions.  
00:44:12 --> 00:44:15: Obviously cognizant of time and everybody going on to their

00:44:15 --> 00:44:16: next meetings.  
00:44:16 --> 00:44:18: I'm going to pass it back over to Chris Ann  
00:44:18 --> 00:44:19: Rand off to wrap up.  
00:44:22 --> 00:44:25: OK Jim, thank you very much for speaking to us  
00:44:25 --> 00:44:26: today.  
00:44:26 --> 00:44:30: I think I could speak for everyone in the audience  
00:44:30 --> 00:44:33: that we all got a little something out of this  
00:44:34 --> 00:44:35: conversation.  
00:44:35 --> 00:44:38: If there are more specific questions that people in the  
00:44:38 --> 00:44:40: audience may have for you,  
00:44:40 --> 00:44:44: what's the best way to get in touch with you?  
00:44:44 --> 00:44:48: Just email me [email protected] . OK,  
00:44:48 --> 00:44:54: so we will share that email in.  
00:44:54 --> 00:44:57: Future message to the audience,  
00:44:57 --> 00:44:58: so that's it from us.  
00:44:58 --> 00:45:02: Thank you everyone for joining and see you next time  
00:45:02 --> 00:45:06: on a coffee and conversations event hosted by urban lenses  
00:45:06 --> 00:45:07: too.  
00:45:07 --> 00:45:10: Thanks everything. Care. That's great,  
00:45:10 --> 00:45:11: thank you.

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