

This document is a compilation of information, which the author has been able to secure from a variety of sources & individuals, as well as his own experience. It is not necessarily correct or complete in all aspects but, rather should be viewed as a best effort prepared within the time & resources available. The reader will find missing names, information, etc. My time has indeed run out.

1968-71:: The Beginnings

Why TEAM? Defining the purpose, objectives

“The Electors' Action Movement” ['TEAM'] was formed in 1968 by a group of citizens concerned about the direction of impending development & evolution of the City by the currently sitting Council & Parks & School Boards. The organization was formed in the spring of 1968.

The TEAM organization was meant to be inclusive & its membership included individuals from all 3 major parties.

Key Events:: Gastown riot, Georgia Viaduct demonstration, 3rd Crossing debates & public hearings, Strathcona & Chinatown's future;

Early efforts, who was involved?

There were many individuals involved from across the City. In addition to those 1st elected, Hilda Symonds, who became Executive Director of the Planning Commission, Allen Achilles, Paul Tenant, Peter Oberlander, Walter Hardwick & Art Phillips were key players amongst many more.

Hilda Symonds, who was the guiding light of the City Planning Commission, initiated the Goals for Vancouver Programme involving hundreds of people and neighbourhoods over twenty years. And, when Peter Oberlander resigned as Chair of the Planning Commission over the direction the Council of the day was taking the City, Hilda set up the lower profile Composite Committee & included Peter on it to 'advise' the Planning Commission on land use planning directions for the City.

Art Cowie & I gathered a group of architects, a planner & a marine Architect together & formed the “Committee for Transportation Alternatives”. We felt, as design professionals, we had an

obligation, if we opposed the 3rd Crossing freeway proposal, to suggest other solutions. We prepared two documents: "A Rapid Transit Crossing of Burrard Inlet" & a "Plan for a Ferry System". Metro Vancouver now has a good part of the rapid transit system we envisaged & our "Ferry System" became the Seabus. Bob Collier & I & Ken Lamont, the marine architect, presented both of these options at the various federally sponsored public hearings [required because the Crossing involved federal waters] around the Lower Mainland much to the frustration of the proponents of the freeway system. This proved to be an effective political tactic in this crucial debate that engaged many Lower Mainland citizens.

TEAM Platform::

- TEAM had a democratically established published platform to present to voters;
- 15 policy subcommittees submitted recommendations to the members for debate & adoption;

Policies included:

Regional -

- > encourage regional government; strengthen GVRD specifically in transportation, planning, pollution control & housing;
- > support the GVRD Livable Region Plan;

Council -

- > restore Council's authority; reorganize the Board of Administration as an executive committee;
- > a partial ward electoral system with 1/2 at large, 1/2 wards;
- > TEAM elected representatives will be an effective unified body, especially when dealing with senior governments & developers as opposed to previous Council members operating individually; control property taxes by eliminating the provincial funding inequity;
- > off-load people services such as welfare to the province, upgrade poorly developed land to increase the tax base;
- > City, regional & provincial urban issues meetings on transit, housing, tax sharing, etc.;
- > negotiate a fair share of increased value caused by City actions in areas such as land development;
- > reduce duplication & inefficiencies in schools, parks, libraries, health & welfare;
- > retain & upgrade rather than demolish existing housing, discourage holding of idle land, establish a housing registry & advice agency, press feds & province for a regional housing

- authority [which became the Greater Vancouver Housing Commission & the BC Housing Management Commission], land banks & financing for seniors, low income & young families housing, integrate this housing within the existing community rather than creating ghettos;
- > keep freeways out of the inner City &, prioritize rapid transit as a part of a comprehensive regional transportation plan;
 - > develop a comprehensive city plan with a strong core, family neighbourhoods district centres linked with transit & arterial roads;
 - > participation of local communities to integrate new development & innovative, higher density & disabled housing into neighbourhoods;
 - > preserve & enhance distinctive commercial & residential neighbourhoods;
 - > create Community Service Districts for schools, libraries, community centres, health & welfare services to support local neighbourhoods;
 - > encourage mixed use development;
 - > establish a professionally staffed Vancouver Development Authority to assemble, plan & have redeveloped underutilized lands to increase tax revenue & improve the quality of city life;
 - > lease City owned land, do not sell it;
 - > initiate self-help, community development & improvement funding for neighbourhood based day cares, youth recreation, disabled, elderly & welfare initiatives;
 - > initiate community based team policing, neighbourhood watch, safe havens, defensible space design, improve the functioning of the justice system, encourage positive behavior & respect for laws;
 - > redevelop False Creek lands to include mixed type residential apartments & town houses, parks, marinas, waterfront access &, certain service & 'clean' industries to create a high level of urban living & increase the tax base;
 - > press province for tenants right to vote on money bylaws, update the Landlord & Tenant Act to provide greater security for tenants;
 - > libraries are to be information centres, coordinate with other Boards, set up local advisory groups, involve staff in policy planning, develop services & ethnic content;
 - > eliminate pollution, urge province to enact energy conservation & alternate energy legislation;

Parks & Recreation-

- > make parks activity centres, not passive open space, integrate schools, recreation & community services;

- > small neighbourhood & commercial area parks;
- > make Vancouver's harbours & 28 miles of waterfront accessible to the public;

Schools-

- > establish a child based individualized learning model & provide learning aids;
- > excellence in all areas of education, manual skills, build self esteem, desire for achievement, respect for others, positive discipline, achieve equal opportunity via nutrition, phys ed & daycare, participate in a changing world;
- > community, teacher & student involvement with policies & curriculum;
- > community schools;
- > communicate Board information, school brochures & newsletters;

o First Candidates Elected::

- > **68 Campaign:** elected Alderman Walter Harwick, Commissioner Helen Boyce, Trustees Peter Oberlander, Peter Bullen & Fritz Bowers.
 - > Fritz entered civic politics in 1968 when he was elected as a Vancouver School Trustee. In 1971 he was chair of the Vancouver School Board and in 1972 he was elected to Vancouver City Council as an Alderman. He served as City Manager of Vancouver from 1977-90.
 - > Peter Oberlander was elected to the Vancouver School Board, serving as its Chairman during the 'sixties' and chaired the Vancouver Town Planning Commission during the strategic anti-freeway debate. He resigned from his position as Chair of the Vancouver City Planning Commission in protest over the current City Council's support of building a freeway through the City, a significant moment in the debates that eventually led to a defeat of the proposal and the emergence of a major city that is unique in its lack of freeways. He then became Canada's first deputy minister for a new ministry of state for urban affairs in the early 1970s, and was involved in planning both of the major housing conferences that came to Vancouver: Habitat in 1976, and the World Urban Forum in Vancouver in 2006.
- > **70 Campaign:** elected Aldermen Walter Harwick, Brian Calder, Art Phillips, Commissioner Art Cowie, Trustees Olive Johnson, Fritz Bowers, Peter Bullen, Peter Oberlander had been seconded to Ottawa by Pierre Trudeau & became Deputy Minister of Urban Affairs under Ron Bassford.. Previously NPA Alderman Brian Calder joined TEAM +/-69

o **68 - 72 Accomplishments::**

--initiated & started the planning for Britannia & West End Community Centres; Britannia represented a major initiative in that up to the early seventies communities raised their own funds to build community centres but, Britannia was the breakthrough in that the funding came from the total tax base recognizing that the whole city was a part of building community. Britannia is currently 'revisoning' itself and hopefully the City continues this same support;

--Established the Urban Design Panel, consisting of practicing architects, landscape architects, engineers, and developers, to advise and assist Council to improve the standard of architectural design in Vancouver;

--Initiated & completed the development plan for the Champlain Heights district, which had formally been the City's dump, as a mixed housing type residential neighbourhood. The design provided for shopping, an elementary community school & community centre as well as a linear park system. The planning included market single family, town house & low-rise apartment, coop, Assisted Rental Plan low rent ['ARP'], low income & energy conserving housing types.

--In order to raise the profile of the Champlain Heights development the School Board sponsored a much-anticipated architectural design competition for the Champlain Heights Elementary Community School in 1970. There were 50+ entries from across the Province. Erickson Massey won 1st prize & the commission, Henriquez & Todd 2nd prize & Thompson Berwick & Pratt won 3rd [I was the design architect].

--Similarly, in 1971 the City sponsored an architectural design competition in Champlain Heights for what became 'Sunset Gardens', a mixed town house & apartment ARP project. I, then working with GB Consultants, won 1st prize & the commission, Erickson Massey won 3rd & I don't remember who won 2nd prize [an interesting twist in the 2 above items is I had not understood how these, @ the time, inspired initiatives, had come about until doing the research for this presentation]. They were TEAM driven.

1972-74:: 1st Electoral Majorities

> **72 Campaign:** elected Mayor Art Phillips, Aldermen Walter Hardwick, Brian Calder, Darlene Marzari, Geoff Massey, Mike Harcourt, Setty Pendakur, Jack Volrich, Commissioners Art

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Cowie, May Brown, Bill Dumollin, Bill McCreery, Trustees Olive Johnson, Fritz Bowers, Peter Bullen & others ????

o **Council Accomplishments::**

Update organizational structure

--Replace the City Commissioner & Planner; changed top decision making process & created new City Manager, Director of Planning & Development positions and Director of Social Planning;

Opened up City Hall

--initiated Public Information / Reception station in City Hall lobby, Development Permit / Rezoning public information site signs & approval process; evening Council meetings, open Committee meetings, published 'Quarterly Review' & 'Urban Reader';
--established an on-going public consultation process for all City services & initiatives;

Facilitated Needed Capital expenditures

--via a Special Capital Improvements referendum which permitted the purchase of the 10 acre 4 Seasons Lands to protect & enhance the entrance to Stanley Park, plus 3 new ice rinks and 2 pools];

Controlled City Financing

--established the Property Endowment Fund Board;
--achieved Triple 'A' credit rating;
--negotiated a fair share of increased value caused by City actions;

Redirected planning processes to create a livable City without freeways

--stopped the development of the 3rd Crossing / Chinatown freeway;
Darlene Marzari says: "Britannia next door which set up an integrated elementary and secondary school and recreation service with a community governance that still amazes me for its democracy and effectiveness; the Carnegie downtown; and working with Harry Rankin on the Vancouver Resources Board which was backed at least for the life of the Barrett government by the TEAM Council. All of these were examples of community decision making at its best .
Democracy flourished and needless to say, where democracy flourishes you can be sure there

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were lots of complaints and discussions about there not being enough democracy. The City opened offices in inner city communities to do Local Area Planning and a memorable small army of planners worked with the existing groups in about 5 or 6 areas to form community plans”.

--initiated redevelopment of False Creek South directly on City owned lands & with Marathon Realty on False Creek North via the False Creek Planning Committee;

--initiated a design competition for the master plan for False Creek South;

--initiated dialogue which resulted in cooperative ventures with senior governments such as Granville Island, Jericho Park;

--secured transfer of 38 acres of the Jericho Lands from DND for a major park & recreation amenity, acquired additional park land at 2nd, off Locarno Beach;

--encouraged the beginnings of the redevelopment of Granville Island including the 1st, the Creekhouse mixed commercial, office & restaurant project &, the 1st Keg & Cleaver Restaurant;

--saved Christ Church Cathedral, preserved 33 heritage buildings;

--preserved the Orpheum Theatre as a new concert hall;

--local area planning, downtown & neighbourhood amenities, upgraded housing standards bylaws, seniors, disabled & hostel accommodation,

--public access to Burrard Inlet & Fraser River;

--hired new Director of Planning, Ray Spaxman;

--streamlined development process;

--worked with GVRD on regional planning;

--created an independent Social Planning Department;

--purchased 66 acres to expand the Langara Golf Course;

--initiated Business Development Areas, lobbied the Provincial Government to create Gastown, Chinatown & later Yaletown Heritage Areas;

--created Gastown & Strathcona neighbourhood enhancement areas; the redevelopment of Strathcona was the first model in Canada of effective neighbourhood rehab in full partnership with the federal Department of Municipal Affairs, facilitated via Minister Ron Basford and Deputy Minister Peter Oberlander; this facilitated a golden era of good working relations between the three levels of government; money flowed to good projects for the right reasons and there was a Federal housing policy to match our own aspirations and needs here;

--created the Granville Mall;

--created new housing @ 4th & Wallace, West End seniors, Oppenhiemer Lodge, Antoinette & Cordova Place;

Safer City

- 120 new police officers, anti-knife & begging bylaws;
- established the 911 emergency service;

o **Parks Board Accomplishments::**

--Update organizational structure

- hired management consultants to reorganize Parks Board from vertical to horizontal structure so as to be more responsive & connected to the communities they served;
- established an on-going public consultation process for all Park Board services & initiatives;
- updated financial procedures, created a Planning Division, appointed area managers & decentralised administrative functions;
- initiated the 'Organization & Delivery of Public Recreation Services' report;
- established the Communications Division to facilitate the dissemination of information to & from the Park Board;

Needed Capital expenditures

- executed the design & construction of 3 new ice rinks [Kitsilano, Sunset, Britannia, 2 pools [Lord Byng, Templeton] & Britannia & West End integrated services Community Centres;
- initiated a design competition for the master plan for Jericho Park, initiated the Jericho Park Citizen's Planning Committee, started the redevelopment process with emphasis on preserving natural habitat & a marine aquatic centre; opened the West Point Grey Community Centre including Aberthau Art & Craft Centre & Brock House Seniors Centre & Restaurant;

Redirected planning processes to create a livable City

- I was the 1st ever Parks Board Commissioner to sit as a voting member of a Council committee [False Creek Planning Committee,] secured 50% of the land for park & seawall walkway (35 acres) &, cooperative live-aboard & Heather Street Marinas;
- initiated public participation meetings in all community centres; formed Community Advisory Committees [Jericho, George, Rupert, Cedar Cottage Parks, Kerrisdale Arena, Percy Norman Pool, Sunset Ice Rink
- initiated & executed West End traffic control street closures & mini-parks;
- initiated urban street improvements [West End, Robson Street, Gastown,,] & city wide tree planting;
- resolved & implemented a low impact, economical through traffic access system in Stanley Park;

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- encouraged the formation of a Regional forest park in the UEL [became Pacific Spirit Park];
- initiated joint School / Park board Committee to establish community schools, joint use of facilities [Lord Byng & Templeton Pools, Champlain Heights Community School, Britannia Centre], pre-school day cares in Park Board facilities;
- secured 105 acre Kerr Road dump for Ed Growley Park [Champlain Heights] &, 48 acres to allow the Langara Golf Course to become a full length 18 hole course;
- established linear parks [Arbutus Village, Strathcona Linear Park];
- new parks: Bowmac, False Creek, Nelson, Wall Street, Thunderbird, Champlain Heights [Evertt Crowley Park], & Fraser River Parks];
- completed the design & operation the Van Dusen Gardens Botanical Gardens, Floral Hall & MacMillan Bloedel Forestry Centre;
- initiated a policy to establish good quality restaurants in suitable park locations [Quarry House, now called Seasons & eventually Ferguson Point Teahouse, Brock House, Fish House, the Stanley Park Pavilion, Shaughnessy in Van Dusen Gardens, plus several more today, with more to come;
- initiated the English Bay to Jericho cycle path;
- replaced the Crystal Pool with the Vancouver Aquatic Centre &, replaced the Second Beach & Kitsilano outdoor pools;

o **School Board Accomplishments::**

- Board meetings @ local schools, public questions @ Board meetings, Parent Consultative Committees @ each school, City-wide Parent Assembly;
- school-community programmes [reduced vandalism], native home school coordinators, Mothers & Tots English classes, volunteer ESL teachers, learning assistance centres, comprehensive English language programme;
- upgraded schools & playgrounds;
- initiated 15 alternative schools for gifted, French Immersion Programme, special needs, mentally retarded, hard of hearing & autistic;
- appointed 5 local area assistant superintendants;
- Infant Care Programme for babies of 2ndry school students; Emma`s Infant Care at Tupper Mini School & at Sir Charles Tupper 2ndry School, still going strong under the YWCA;
- initiated Multicultural Home School Workers in the VSB system, in assorted languages and national backgrounds to interpret school expectations to the families and, family expectations of

the school;

--started the School Breakfast Programme in schools where there was a need, continues with funding from a financial institution as well as other private donors;

1975-78:: 2nd & 3rd Electoral Majorities

o Council Accomplishments::

--worked with the Federal Government on planning of the redevelopment of Granville Island;

--established 14 community service areas in cooperation with the United Way;

--initiated community based team policing, neighbourhood watch, safe havens, designs for defensible spaces, worked with province & police to improve the functioning of the justice system, encouraged positive behavior & respect for laws; Hired Bob Stewart as the new Police Chief, a proponent of community policing, which together made a huge difference to the community's perception of the police force, especially after the Gastown riot.

--Vancouver Mayor and Councilors played a prominent role in the evolution of the Livable Region Plan - most notably the citizen involvement process which saw upwards of 2,000 people across the region discussing and advising on physical planning and social service needs for five years as the plan developed,

o Parks Board Accomplishments::

--negotiated Granville Island redevelopment parks space allocations with the Granville Island Trust, including: east end pyramid park, south-central park, kids water park &, the site for the False Creek Community Centre;

--completed & implemented the 'Organization & Delivery of Public Recreation Services' report; decentralized recreation operations into 4 local area Administrative Areas;

--improved the joint community centre association / Parks Board agreement;

--established policies to encourage public participation in recreation programmes; expanded recreation services;

--established a policy to establish urban recreation trails connecting major parks;

--co-sponsored the United Nations Habitat 76 Conference @ Jericho Park in June, 1976;

--started the construction of the Jericho Park Master Plan redevelopment after the Conference;

--created 5 lookout parks along Point Grey Road & 3 along Wall Street;

--finalized title to 37.33 acres of foreshore at Jericho Park from the Provincial Government;

--secured 105 acre Kerr Road dump for a park [Champlain Heights Park] &, 48 acres to allow the

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Langara Golf Course to become a full-length 18 hole course;
--completed the Van Dusen Gardens Botanical Gardens, Floral Hall & MacMillan Bloedel Forestry Centre;
--widened the Stanley Park Seawall to accommodate a bike lane;
--cooperatively developed the BC Hydro Sub-station & Bow Mac Parks downtown;
--initiated planning for the Hastings Park / PNE redevelopment;

TEAM's Final Chapters

78 Election: In the previous term TEAM Council members had often not voted in accordance with TEAM policies. This resulted in a split in the party. 78 election saw Jack Volrich run for Mayor & win for the NPA. Only Marguerite Ford, Mary Anne Fowler & ??? were elected. Policies were a continuation of those of previous years.

80 / 82 Elections: May Brown rejoined Marguerite on Council. Mike Harcourt ran & won for Mayor as an independent. May and Marguerite held the balance of power on Council & were successful in influencing decision-making on a number of important fronts. TEAM ceased to be an effective political party after 1982.

The Stage was Set -- TEAM's LEGACIES

By the early 1980's TEAMS policies & objectives had been achieved:

- > City Hall was open & accessible to the public; the organizational structures & decision-making processes were improved & capable staff were in place; neighbourhood services delivery & community policing was in place.
- > The City was also made more handicapped accessible through a series of building code by-laws, curb cuts, ramps, auditory crosswalks, elevator controls, washroom accessibility, and, equal opportunity hiring.
- > The Property Endowment Fund was established and has functioned very well in the ensuing years.
- > The Planning & Development process had been vastly improved. A number of significant mechanisms, procedures & flexible bylaws & setbacks were developed to accomplish planning objectives such as conditional use zoning, urban design development controls, livable, street safe densities downtown. West End, West Broadway & neighbourhoods plans responding to unique conditions such as in Fairview Slopes. Neighbourhood planning, consultation & review were in

place. Building heights & envelopes were developed in consultation with these stakeholders &, refined. The concept of buildings being a 'good neighbour' was established. Heritage preservation & the Chinatown, Gastown & Yaletown designated heritage areas were created in cooperation with the Province, the Orpheum Theatre was saved & had become Vancouver's premier concert venue. Vancouver's waterfront had been made accessible. Development plans for North & South False Creek were complete & South False Creek & Granville Island was developed. Long range, regional & transportation planning had been strengthened & improved.

> The best intentions represented by the above planning & regulatory processes are of little value if you do not have architects [including landscape architects], the other design professions & developers on-side. For some, the new way of doing things was not initially welcomed but, over the 1st several years the designers & developers found the new methodologies created new design opportunities which purchasers appreciated. This led to better sales @ higher prices, in particular in the residential market, ergo, more profit. Once this system was in place & accepted it also created a more stable & predictable land & selling pricing. Unfortunately the 'spot zoning' tool the current City Council is employing will have the effect of destabilizing these costs as well as 'brute forcing' unwanted buildings into heretofore stable & harmonious neighbourhoods. The 1st signs of this chaos are evident in the West End protests about the proposed spot zoning of several West End projects.

> There was also a group of, shall we say, talented architects who enthusiastically embraced the new ways. In fact some, including Downs Archambault & Thompson Berwick Pratt in the planning of Champlain Heights & in the design of the Britannia & West End Community Centres projects, which began in the 1970 time period, were applying leading edge planning & design principles, including linear park systems, 'Pattern Language', integrated mixed uses & extensive stakeholder consultation to produce more user friendly, comfortable & functional end products. I mention with some reluctance but, in fact, Art Cowie & I were also employing similar techniques during that time as well, for example on the 1971 Champlain Heights 'Sunset Gardens' mixed townhouse / apartments City of Vancouver design competition project which we succeeded in winning.

> The central lessons from the above are three fold. The process employed of design is critical &, the 'head space' of the design & development teams must be on board with whatever regulatory system is in place. The new regulatory system was successful in part because of the commitment & support of these early days leaders in the design community. Interestingly, many of these design community leaders were TEAM supporters. It was also successful because we were

fortunate to have a Council, Parks Board & Ray Spaxman, the City Planner who were prepared to stick to the programme, to say NO & tell applicants to come back when they had a more acceptable design solution which responded to the needs of the community, was a 'good neighbour' & made a positive contribution to the social &/or built urban environment. The stick & carrot 'Conditional Use' zoning tool was a third important factor in this the realization of this success.

> A Social Planning Department had been established to strengthen neighbourhoods; the city recognized the neighbourhood boundaries established by the United Way in the '60s, which made social planning and resource distribution for social services more effective between the Provincial Government's Vancouver Resources Board, the United Way and the City Social Planning Department. This was no small feat and, remnants remain today;

> The Parks Board was reorganized & decentralized & qualified, capable staff were in place; significant recreation improvements had been made with additional ice rinks & pools &, more & diversified community based programming; important parks & recreation planning & development had been & was in process for the entrance to Stanley Park, Jericho Park, other waterfront parks, False Creek & Granville Island; Langara Golf Course became a full 18 hole course. Downtown & neighbourhood parks had been created. The concept of 'traffic calming' via street-end parks & roundabouts was accepted. A waterfront seawall park system now extended from Stanley Park through False Creek to Kits Beach &, was planned for Coal Harbour.

> The School Board had opened up Board decision making, established community schools & programmes with the Parks Board, modernized & diversified the delivery of curriculum including alternative schools & French Immersion;

84 / 86 Elections: Gordon Campbell, Art Cowies, Marty Selznick, J. P. Sachem & other active TEAM members moved to the NPA. When Gordon was first elected to Council in 84 & then Mayor in 86 and Art Cowie once again at Park Board Chair, they were able to continue refining & improving TEAM's policies & procedures, thereby ensuring the City continued to evolve as TEAM had envisaged since its inception in 1968.

Vancouver's Partnership with the World: TEAM's initiatives were not confined to improving day to day life in the City. Our role in world-wide affairs has increased over the years as well. This became possible, in part, because of the evolving and improving quality of urban life in Vancouver & the much admired reputation as a livable city with a high quality of urban life.

Initiatives, such as False Creek and the downtown development procedures, in themselves attracted the attention of planners, politicians and business people from around the world.

In addition, Vancouver has hosted four significant international events:

The first initiative was 'Habitat 67' a very successful UN conference on human settlement held primarily at the newly acquired but, then undeveloped Jericho Park site. This very was spearheaded and brought to fruition by one of TEAM's founders, Peter Oberlander. His efforts were also supported by the TEAM Council and Park Board. This exchange of knowledge was fertile ground for those interested in sustainability, planning, housing and related urban issues, particularly planners, architects, engineers and politicians. It was also held at the time of the early development of Canadian and British Columbia social housing policies. Unfortunately, most of those programmes no longer are in place. However, the resulting affordable housing stock remains, much under the management of the BC Housing Management Commission.

Vancouver's emerging prominence permitted the Provincial Government and Mayor Mike Harcourt to obtain permission to host the 'Expo 86' world exposition. The site was the False Creek North lands which the Province bought from Marathon Realty in 82 [?]. Marathon, working with Council's False Creek Planning Committee, had developed a master plan for the area in 1973-74 not unlike what has subsequently been executed by Concord Pacific but, had only completed the False Creek Marina and Ondine's Restaurant project prior to 1982. Expo 86 not only brought significant numbers of international tourists and media attention to Vancouver, its realization challenged the architectural, graphic and media design communities to reach new heights at both the conceptual and technical levels. It also facilitated, as Habitat 76 had, an international exchange of cultures and technologies. Hosting such an international event encouraged senior governments to fund the Skytrain rapid transit system, a TEAM policy objective, which has served Metro Vancouver well. In addition, the development of this technology has been instrumental in Bomadier's success in marketing transit systems around the world.

Vancouver hosted the APEC Conference, in 1997. The Asia-Pacific Economic Cooperation (APEC) is a forum for 21 Pacific Rim countries to cooperate on regional trade and investment liberalisation and facilitation. APEC's objective is to enhance economic growth and prosperity in

the region and to strengthen the Asia-Pacific community.

By the millenium Vancouver was widely recognized as an innovative, progressive metropolitan region and, one of the most desirable places to live and work in the world. Building on the success of Expo 86, Vancouver received approval to host the 2010 Winter Olympics. In addition to the cross fertilization benefits of hosting such international events, the coaches and athletes, a quarter of a million visitors and 3 billion television viewers, Metro Vancouver and Whistler now have an amazing legacy of winter athletic and community recreation facilities which will continue to improve and enrich our quality of life for generations. As well, the Canada Line has significantly improved the quality & delivery of service capability of our transit system.

Another legacy of these four world stage events has been to focus our attention and efforts to our neighbours around the globe, as well as to within our own backyard. This is having positive social, intellectual, technical, business and political effect on Metro Vancouver and everyone who lives here.

An interesting parallel during the TEAM era was the evolution of the environmental movement. The Society Promoting Environmental Conservation [SPEC], 69, Green Peace, 70 and the David Suzuki Foundation all originated in greater Vancouver.

A measure of the confirmation of this TEAM lead evolutionary city building process culminated with the 2010 Winter Olympics. The citizens of Vancouver enthusiastically supported the games & were gracious hosts to our guests from around the world. The City functioned very well. A very satisfying measure of this success was to see how proud Vancouverites were of the Canadian team's successes & their own hosting but also, how proud of & comfortable they are in this very special urban fabric we call Vancouver.