



ADMINISTRATIVE REPORT

Report Date: July 12, 2016
Contact: Susan Haid
Contact No.: 604.871.6431
RTS No.: 11541
VanRIMS No.: 08-2000-20
Meeting Date: July 26, 2016

TO: Vancouver City Council
FROM: Acting General Manager of Planning and Development Services
SUBJECT: RCMP Fairmont Lands Policy Planning Program

RECOMMENDATION

- A. THAT Council endorse a planning program to develop a Policy Statement to guide redevelopment of the RCMP Fairmont Lands.
- B. THAT the staff resources outlined in Appendix B and the estimated cost-recovery budget of \$1,086,000 outlined in Appendix C be approved to complete the Policy Statement; and

FURTHER THAT, consistent with the City's cost-recovery practice, Council accept a financial contribution of \$1,086,000 from the project proponent, the Canada Lands Company, to fully cover the program costs.

REPORT SUMMARY

The purpose of this report is to seek Council's endorsement of a program to create a Policy Statement to guide redevelopment of the RCMP Fairmont Lands, a 21-acre site located between 33rd Avenue and 37th Avenue at Heather Street. The Policy Statement will establish principles and objectives relating to a range of topics, including: land use, density, height, public benefits, transportation, built form and character, heritage, sustainability and development phasing. The Policy Statement will be presented for Council's consideration at the end of the process and, if adopted, used to inform any future rezoning of the Lands.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Riley Park South Cambie Vision (2005)
Green Buildings Policy for Rezoning (2010)

Cambie Corridor Plan (2011)
Greenest City Action Plan (2011)
Vancouver's Housing and Homelessness Strategy 2012-2021 (2011)
Priority Action Plan from the Mayor's Task Force on Housing Affordability (2012)
Transportation 2040 Plan (2012)
Vancouver Neighbourhood Energy Strategy and Energy Centre Guidelines (2012)
Rezoning Policy for Sustainable Large Developments (2013)
Renewable City Strategy (2015)
Rainwater Management Plan and Green Infrastructure Strategy (2016)
Healthy City Strategy Action Plan (2016)

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The Acting General Manager of Planning and Development Services RECOMMENDS approval of the foregoing.

REPORT

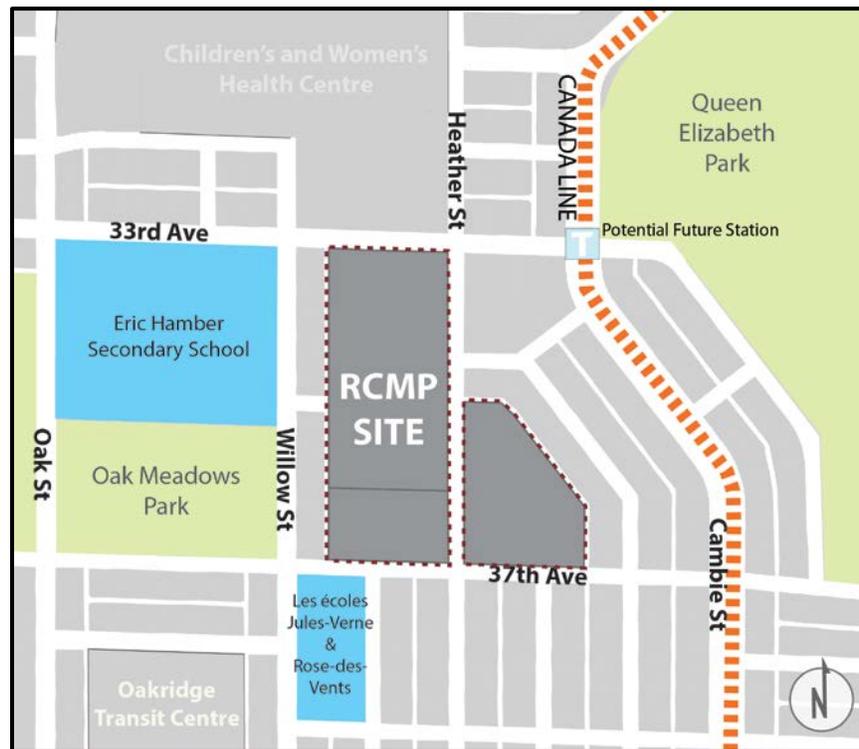
Background/Context

Site Background and Zoning

The RCMP Fairmont Lands are 8.5 hectares (21 acres) in size located north of 37th Avenue, south of 33rd Avenue, and bounded by the lanes behind Willow Street and Ash Street. The property is currently zoned CD-1 (52) and CD-1 (80). The Lands are owned by the Canada Lands Company, a non-agent Crown Corporation of the Government of Canada, and the Musqueam, Squamish and Tsleil-Waututh Nations.

Prior to its relocation to Surrey in 2012, it was the site of the RCMP's British Columbia headquarters and operations centre, also known as "E" Division. The Lands contains three principal buildings, one of which, the 1920 Tudor-revival Fairmont Academy at 4949 Heather Street is listed on the Vancouver Heritage Register in the 'A' evaluation category. The 1953 "Administration" building at 657 W. 37th Avenue is recognized as an example of mid-century modern architecture on staff's inventory of "Recent Landmarks" (which does not have formal, Council-endorsed status). Previously, the Fairmont Training Academy and the Administration Building were recognized Federal Heritage Buildings while under federal government ownership; however this designation does not apply to buildings owned by Canada Lands or other Crown Corporations. A third office building at 5255 Heather Street was built in 1950 and substantially renovated in 1975. The rest of the site contains smaller buildings, surface parking lots and open space.

Context Map



At the time when the RCMP had full occupancy of the site, about 1,500 people were employed on the Lands. The Administration building offered general offices, a gym, a workshop and garage in which police vehicles were maintained. The property at 5255 Heather had offices, lecture theatre, a fully functional cafeteria and kitchen. The Fairmont Academy offered training classes to members from other detachments and there was a kitchen and mess hall for senior members of the force.

In October 2014, the Musqueam, Squamish and Tsleil-Waututh Nations and Canada Lands Company purchased the property in a joint partnership. Canada Lands, the Musqueam and Tsleil-Waututh partners have requested that the City initiate a planning program to create a vision and updated land use policy for the future of the RCMP Fairmont Lands (see appendix D).

Council Policy

Riley Park South Cambie Vision (2005): The Riley Park South Cambie (RPSC) Vision provides general direction for large sites within the Vision area, including direction to assess community amenities, provide affordable housing, support sustainable development, assess transportation impacts, and ensure public involvement. For the RCMP Fairmont Lands, the RPSC Vision anticipated the future redevelopment of the site. It supported institutional, cultural and recreational uses on the site, retention of the Fairmont Academy, and buildings up to four storeys. The Vision also provides general direction to increase the supply of 'ground-oriented' housing units with access to either a front or rear yard, to meet the demand for mature households as an alternative to basement suites or apartments.

Green Buildings Policy for Rezonings (2010): Requires that all buildings demonstrate high green performance. Currently, a minimum LEED Gold certification (with specific points in energy performance, water efficiency and stormwater) is mandatory for all new buildings where there is a rezoning. All new buildings on the RCMP Fairmont Lands will be required to meet or exceed this standard.

Cambie Corridor Plan (2011): The plan establishes an urban pattern along Cambie Street that optimizes investment in the Canada Line, creates complete communities with a mix of housing types and employment space, enables low carbon energy sources and provides key public amenities. The RCMP Lands are closely related to and adjacent to the Phase 3 Focus Areas of the Cambie Corridor, the planning for which was launched in May 2015. The intent of the Phase 3 planning is to provide a built form transition from development along the Cambie Corridor, arterials and major project sites while increasing opportunities for ground-oriented housing suitable for families and those downsizing. The planning of the Cambie Corridor Focus Areas and the RCMP Lands will be closely coordinated.

Greenest City 2020 Action Plan (2011): The plan outlines actions required to achieve a healthy, prosperous and resilient city - with the ultimate goal of becoming the world's greenest city by 2020. It identifies strategies to promote green economic development, eliminate dependence on fossil fuels, promote green transportation options, utilize green building design and ensure everyone has access to nature, clean water and local food. The plan calls for compact, complete communities which promote walking and cycling, and are well-served by services, amenities and green space. Furthermore, the plan promotes the development of neighbourhood-scaled renewable energy systems, green construction and carbon-neutral buildings.

By design, the RCMP Fairmont Lands will be required to embody many of the goals in the Greenest City Action Plan: Climate Leadership, Green Buildings, Green Transportation, Zero Waste, Access to Nature, Lighter Footprint, Clean Air and Local Food.

Vancouver's Housing and Homelessness Strategy 2012-2021 (2011): This strategy is a framework for addressing homelessness and increasing the variety of affordable housing options across the entire housing continuum to improve choice and affordability for all residents within the city. The three strategic directions are:

- Increase the supply of affordable housing.
- Encourage a housing mix across all neighbourhoods.
- Provide strong leadership and support partners to enhance housing stability.

With the direction to achieve affordability in market housing and the provision of new housing to the market, the RCMP Fairmont Lands will provide a range of housing opportunities including the required 20% affordable housing and a mix of other housing forms (e.g., ground-oriented townhouses, condominiums, etc.)

Priority Action Plan from the Mayor's Task Force on Housing Affordability (2012): The Task Force provided recommendations to increase the supply and diversity of housing, enhance the City's and community's capacity to deliver affordable rental and social housing, protect the existing social and affordable rental stock, and explore opportunities to renew and expand that stock, and to streamline and create more certainty and clarity in the regulation process,

and improve public engagement. To implement these recommendations the following items, which apply to the RCMP Fairmont Lands, were identified as priority actions:

Action 1 - Implement an Interim Rezoning Policy that increases affordable housing choices across Vancouver's neighbourhoods. The intent of the policy is to encourage ground-oriented affordable housing types in 'transition zones' (within 100m of an arterial) and mid-rise forms to a maximum of 6 storeys, on arterials that are well served by transit and neighbourhood centres.

Action 5 - Revise and clarify Council's inclusionary housing policies to emphasize a flexible and creative approach to the delivery of affordable housing in large developments. The intent of the policy is to secure 20% of the units in large developments for affordable housing. When sufficient funding is not available to achieve 20%, the City will consider flexible options to create units for low to moderate income households such as innovative housing models, rental housing, etc.

Action 10 - Enhance the City's family housing requirements to encourage more 3 bedroom units in new development. Exploration of redevelopment options on the RCMP Fairmont Lands will consider opportunities to deliver three-bedroom units.

Transportation 2040 Plan (2012): Transportation 2040 is a long-term strategic vision for the city that will help guide transportation and land use decisions for the years ahead. The plan sets long-term mode share and safety targets and includes both high-level policies and specific actions to support a socially, economically, and environmentally sustainable future. A number of goals are relevant to RCMP Fairmont Lands, including the following:

- Support compact community development, helping to preserve natural habitat and agricultural land throughout the region.
- Making the majority of trips on foot, bike and transit.
- Prioritize and encourage a dense and diverse mix of services, amenities, jobs, and housing types in areas well served by frequent, high-capacity transit.
- Support vibrant public spaces that encourage a culture of walking, cycling and social interaction.

Vancouver Neighbourhood Energy Strategy and Energy Centre Guidelines (2012): This strategy identifies the Cambie Corridor as having significant potential for neighbourhood energy given the number of large new developments (including the RCMP Fairmont Lands) and potential conversion of Children and Women's Hospital to a low carbon energy source.

Vancouver Park Board Strategic Framework (2012): This framework established four key directions: Parks and Recreation for All; Leader in Greening; Engaging People, and; Excellence in Resource Management. The redevelopment of the RCMP Fairmont Lands will provide new public open space to meet the needs of the current and future communities (Parks and Recreation for All), and improve access to nature (Leader in Greening).

Rezoning Policy for Sustainable Large Developments (2013): When generally applied to large site developments, this policy requires plans or studies on the following as part of the rezoning process:

- Sustainable Site Design
- Transportation Demand Management Strategy

- Rainwater Management
- Zero Waste Planning
- 20% Affordable Housing
- Low Carbon Energy Supply

Renewable City Strategy (2015): This strategy sets directions for building and transportation decisions to targeting use of 100% renewable energy by 2050. The site planning and ultimate building design of the RCMP Fairmont Lands will respond to these goals.

Rainwater Management Plan and Green Infrastructure Strategy (2016): This is a long term strategy designed to protect and improve water quality in the waterbodies surrounding Vancouver. The RCMP Fairmont Lands will be designed to incorporate green infrastructure to capture rainwater and naturally treat or remove urban pollutants, to meet the targets outlined in the strategy.

Healthy City Strategy Action Plan (2016): The Healthy City Strategy is a long term and integrated plan that helps address the conditions that impact the health and well-being of people, places and the planet. The strategy represents the third pillar (social) in the City's long-term sustainability plan, which includes the Greenest City Action Plan (ecological) and the Vancouver Economic Action Strategy (economic). A number of Healthy City goals are relevant to the RCMP Fairmont Lands, and will be addressed through the planning process.

Strategic Analysis

The Rezoning Policy for Sustainable Large Developments (originally approved in 2008 as the EcoDensity Initial Actions) makes specific reference to the RCMP Fairmont Lands as a site where the Community Vision identifies limits on building heights. The policy states that the four-storey limit defined in the Vision will be used as the base case when an actual site planning/rezoning process occurs, but that additional options with increased densities and heights can be created and assessed in the course of the planning work, subject to considerable public consultation.

In 2011, the Cambie Corridor Plan established a higher density form of development along Cambie Street just east of the RCMP Fairmont Lands. In 2015, Council approved the Cambie Phase 3 planning program which will explore new housing choices in the Focus Areas near the major streets in the Cambie Corridor including those around the RCMP Lands. The Cambie Corridor Plan and proximity to the Canada Line warrant exploration of increased heights and density on the RCMP Fairmont Lands.

Given the current policy context, staff will explore and develop options that address:

- The Lands' ability to respond to important Council policies approved since 2005.
- The Lands' potential to create a development that is sustainable, socially inclusive and highly-liveable.
- The capacity of the redevelopment to provide public amenities to serve the new development, the surrounding neighbourhood and broader community.
- The creation of new affordable housing and childcare.
- The potential to provide housing within walking distance of existing rapid transit stations (King Edward and Oakridge - 41st Avenue) and a potential future one (at 33rd

Avenue), and in close proximity to shops, services and employment centres (e.g., Oakridge Centre and Women's and Children's Hospital).

- The protection of cultural and heritage assets, retention of significant trees, and creation of public open space.

It is recommended that Council endorse a program that looks at options reflecting approved Council policies to maximize the RCMP Fairmont Lands' potential to meet City and community needs around sustainability, affordable housing, transit-oriented development, provision of ground-oriented housing suitable for families and public benefits.

Policy Process: A policy planning process offers the opportunity to explore various possible redevelopment forms for the Lands. The vehicle for this exploration will be a comprehensive public engagement process.

The process will lead to a Policy Statement which establishes principles and objectives relating to a range of topics, including: land use, density, height, public benefits, transportation, built form and character, heritage, sustainability and development phasing. The Policy Statement will be presented for Council's consideration at the end of the process and, if adopted, used to inform any future rezoning of the Lands.

As part of the process, The Canada Lands Company's design team will be expected to prepare a range of conceptual redevelopment options with advice from City technical staff. The options will be based on and evaluated against guiding principles relevant to the Lands and its potential in the context of emerging directions in the Cambie Corridor Phase 3 Focus Areas.

The options will be discussed and evaluated through community consultation and technical analysis. There will be numerous opportunities for public involvement in the planning program, including open houses, community meetings and workshops, on-line engagement, and stakeholder meetings (including with established residents groups such as the RPSC Visions Implementation Committee, Vancouver School Board, TransLink, etc.). A comprehensive public consultation strategy will be developed once the process has launched to respond to unique interest and stakeholder groups in the surrounding area. It is anticipated that the Policy Statement will include one or more redevelopment concepts for illustrative purposes to inform more detailed planning and design work at the rezoning phase.

The City and the proponent's team will undertake a review of the neighbourhood context for the redevelopment of the RCMP Fairmont Lands and consultants will be retained to assess traffic patterns and impacts, tree preservation, cultural and heritage assets, configuration of open space, and other issues as may be identified through community consultation. There will be close coordination with the community engagement and planning work underway on Cambie Corridor Phase 3 planning program.

Housing: The policy to provide a minimum of 20% affordable housing (delivered as approximately 20% of residential floor area and units) is established in Rezoning Policy for Sustainable Large Developments and the Priority Action Plan from the Mayor's Task Force on Housing Affordability. This will apply to the RCMP Fairmont Lands. Of these units, 50% must be for families with children consistent with the High-Density Housing for Families with Children Guidelines. The RCMP Fairmont Lands are well suited for a range of household types, and as opportunities to create housing suitable for families with children in the city are limited, staff

will seek to explore redevelopment options that optimize ground-oriented family housing (including two- and three-bedroom units).

Schedule: The key steps in the policy planning process for the Lands are outlined in Appendix A. The process leading to consideration of the Policy Statement by Council is expected to take approximately one year to 18 months, with work anticipated to commence in the fall of 2016. A contingency has been built into the budget to allow for unforeseen delays up to an additional three months.

Following the preparation of the Policy Statement, a rezoning process is anticipated. Additional opportunities for community consultation and review (including a Public Hearing) would be provided during the rezoning stage which will likely take approximately 18 months to complete. This would be followed by enactment of the CD-1 zoning, and then the Development Permit stage.

Program Staff and Resources: To provide the public and proponent with the service needed to achieve appropriate and timely policy conclusions requires a dedicated program team including urban design resources and a range of departmental technical representatives (see Appendix B). The technical staff team will be coordinated by planning staff and will report at key points in the process to the Major Projects Steering Committee comprised of senior staff across departments for direction.

Implications/Related Issues/Risk (if applicable)

Financial

The program budget is estimated at \$1,086,000 as outlined in Appendix C, which includes staffing, external consultancies, Policy Statement development, public engagement events, report to Council, and contingency. The Canada Lands Company will contribute the necessary funds to cover the program costs, to be paid upon approval of the program by Council, in instalments as agreed with City staff.

The Canada Lands Company recognizes that the \$1,086,000 contribution may be adjusted according to actual program costs. It also understands that this contribution covers the costs of assessing the planning potential of the Lands but brings no obligation or expectation of City staff or Council support for any particular outcome.

A subsequent and separate budget for the rezoning of the lands will be confirmed at the time of the rezoning application for the Lands.

Public Benefits

Development Cost Levies (DCLs): Citywide DCLs will apply to the subject Lands at rates subject to Council approval of an annual inflationary adjustment which takes place each year on September 30.

Community Amenity Contributions (CACs): The Policy Statement will outline a preliminary public benefits package for the Lands. Consistent with the City's Financing Growth Policy, an offer of a CAC from the owner of a rezoning site to address the impacts of growth associated with the rezoning can be anticipated. Such a CAC is

typically made through the provision of on-site amenities and/or a cash contribution towards public benefits in or near the Lands. As part of the rezoning process, the public amenity needs will be assessed with public input, taking into consideration existing amenities and infrastructure in and near the surrounding community. Community amenity needs and strategies will be closely coordinated with the Cambie Corridor public benefits strategy. CACs are evaluated and negotiated by staff in light of the increase in land value expected to result from rezoning approval, and will be reported to Council as part of the rezoning application.

Human Resources/Labour Relations

The salary costs of the cross-department City staff members engaged in this program will be funded through the cost-recovered planning funds from the proponent according to the allocations identified in Appendix B. The majority of staff are in existing positions and their respective departments' operating budgets will receive allocations from the cost-recovered budget in order to focus efforts on this planning program while effectively covering the current work program. Any new positions that are created through this program will be funded through the cost-recovered funds, or from a combination of cost-recovered funds if the staff position supports two or more concurrent programs (e.g., Langara Gardens policy program and Pearson-Dogwood rezoning).

Environmental

A Policy Statement for the RCMP Fairmont Lands will facilitate the redevelopment of the Lands into a vibrant mixed-income community located within walking distance of a rapid transit station. It has the potential to achieve significant environmental benefits through redevelopment including reduction of greenhouse gas emissions, improved stormwater management performance, connection to a neighbourhood energy utility, as well as application of green principles in site planning and design.

Proponents' Comments

The proponents, Canada Lands Company, and the Musqueam, Squamish and Tsleil-Waututh partners, have provided a statement, attached as Appendix D. It requests the City initiate a collaborative community planning process to develop a vision for the RCMP Fairmont Lands commencing in the Fall of 2016. The partnership recognizes City policies and requirements for Major Projects, and puts forward Joint Venture Planning Guiding Principles which will be used to frame the community discussion and inform the planning program moving forward. Synergies and coordination with planning occurring for the adjacent Cambie Corridor Phase 3 areas is highlighted.

CONCLUSION

This report seeks Council's endorsement of a planning program to create an RCMP Fairmont Lands Policy Statement to establish new site-specific policy relating to land use, density, height, public benefits, transportation, built form and character, sustainability and development phasing. The redevelopment of the Lands following a future rezoning would help

achieve City policies and objectives for sustainability, transportation, affordable housing and heritage assets and cultural values. This project provides a unique opportunity for the City to work collaboratively with the Musqueam, Squamish, Tsleil-Waututh and Canada Lands Company partnership to achieve common goals for sustainable community development. Staff recommend that the program be carried out as a cost-recovered major projects process, with the program costs covered by a financial contribution from the project proponents.

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RCMP Fairmont Lands Policy - Planning Program Schedule

<i>Scoping Phase</i>	
2015/2016	Program Scoping and Background
July 2016	Program Report to Council

<i>Policy Statement Planning Phase (2016-17)*</i>	
Months 1-4	Phase #1: establish planning program - objectives, initial workshops, scope, timelines
Months 5-8	Phase #2: develop draft Guiding Principles, site plans and initial concepts
Months 9-14	Phase #3: refine Guiding Principles, site plan and redevelopment concept, and draft policies
Months 15-17	Finalize Draft Policy Statement
Month 18	Policy Statement to Council

*Consultation with community, stakeholders and government agencies occur throughout the process

Staff Resources (Months)

	Scoping Phase	Planning Phase	Total Allocation
Senior Planner	2.0	6.0	8.0
Major Projects Planner	0.0	18.0	18.0
Planning Analyst	2.0	9.0	11.0
Urban Designer	0.5	6.0	6.5
Project Facilitator (Subdivision)	0.0	1.0	1.0
Surveyor	0.0	1.0	1.0
Senior Development Officer	0.0	0.5	0.5
Development Officer	0.0	2.0	2.0
Project Engineer	0.25	4.0	4.25
Transportation Engineer	0.25	1.0	1.25
Housing Planner	0.25	4.0	4.25
Social Planner	0.25	2.0	2.25
Parks Planner	0.25	2.0	2.25
Facilities Planner	0.25	1.0	1.25

Program Budget

	Scoping Phase	Planning Phase	<i>Total Budget</i>
Salaries and Benefits	\$58,760	\$583,000	\$641,750
Contingency (20% on Policy Phase)	\$0	\$120,900	\$120,900
Process Costs (Open Houses, Publicity, Consultancies)	\$0	\$140,600	\$140,600
Overheads	\$17,250	\$160,500	\$182,760
Total by Phase	\$76,000	\$1,010,000	\$1,086,000



Mr Sadhu Johnston
 City Manager
 City of Vancouver
 By email: Sadhu.Johnston@vancouver.ca

May 30, 2016

Dear Mr Johnston,

Re: Request for initiation of the Heather Street lands Policy Statement Process

On October 1, 2014 the Musqueam, Squamish, and Tsleil-Waututh Partners (“MST”) and Canada Lands Company CLC Limited (“CLC”) announced the joint acquisition of two Vancouver properties; the former RCMP E-Division Headquarters, 21 acres at Heather Street and West 33rd in the South Cambie neighbourhood; and the former Jericho Garrison, 52 acres on West 4th Avenue in West Point Grey. The parties also announced an historic joint venture partnership that establishes an equal ownership interest in the lands with 50% collectively held by the MST and the other half held by CLC. The joint venture agreement sets the stage for the joint venture partners to work side-by-side with the city and the local community to establish new visions for each of these sites. A project management agreement establishes CLC as the project manager for the joint venture.

On behalf of the MST -CLC joint venture partners, this letter requests that the City of Vancouver initiate the policy planning process for the Heather Street lands. The launch of the Heather Street lands policy planning process is a priority for the joint venture partners. We urge the city to start the planning process so that our joint venture partnership can, with the city, begin the public engagement work in Fall 2016.

CLC brings to the partnership a long history of successfully developing new neighbourhoods, employment lands and buildings that are defined by exceptional quality, show sensitivity to local needs, and offer new options in established areas. CLC strives to create liveable communities supported by public realm of exceptional design and fit. The joint venture partners are committed to this ideal. In addition, the joint venture partners made a clear commitment to support an extensive public process to engage the community in the context of the City of Vancouver planning process and consistent with the values of our partnership. It is our intention to work with the City to provide the local communities and the general public multiple opportunities to discuss ideas and views about the future of the properties.

The joint venture partners have identified a set of guiding principles to inform our work together. Our principles include ensuring the new neighbourhoods demonstrate



environmentally, socially and economically responsible development, acknowledge their unique context, are distinguished by outstanding urban design and architecture, and become welcoming, healthy, socially diverse places with strong community connections. The principles also include establishing enduring recognition of the culture, tradition and values of the Musqueam, Squamish and Tseil-Waututh peoples. Additionally, the development of these lands will provide employment and career opportunities, and support ongoing prosperity for Nations members. Please see the joint ventures' guiding principles attached. We request that the joint venture guiding principles inform the development of the city's planning principles.

The preparation of the Cambie Corridor Phase III plan is now underway, and the joint venture partners request the city's support to initiate the Heather Street lands policy statement process concurrently in order to generate synergies with the ongoing neighbourhood planning process. The joint venture would like to assist the city in resourcing the Heather Street policy planning process with a goal to initiate the City's public engagement program in Fall 2016.

The MST-CLC partners would like to coordinate the launch of the public engagement process with the city, and would like to start with an introductory open house for the Heather Street lands in early Fall 2016. The goal for the first introductory event would be to introduce the joint venture partners and share our interest in working together and showing leadership in neighbourly development. It is our goal to move forward with the city in a coordinated manner, so that the formal policy planning program can launch soon after the introductory event.

The master planning consulting team has been convened to support the planning work, and we would request the appointment of a joint steering committee/planning team of senior staff and our project team in order to assist with the development and implementation of the workplan and to share information in a regular forum.

We appreciate that the ultimate plan for the Heather Street lands will reflect the City's policy objectives and the requirements for the rezoning of major sites. The joint venture partners are also committed to ensuring that the new neighbourhood contributes positively to the community, reflects well on the partnership, is a source of pride for the Nations members, and establishes new relationships for the Musqueam, Squamish and Tseil-Waututh Nations, CLC, the City and community. On behalf of the MST-CLC joint venture partners, we are looking forward to working with the city to achieve those aims.

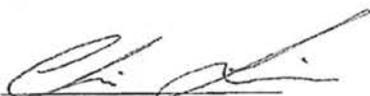
Deana Grinnell, Senior Director, CLC is the project contact, dgrinnell@clc.ca; 604-351-3562, should you have any questions related to the above.

Thank you for considering this request, and thank you in advance for the assistance of staff with this process.

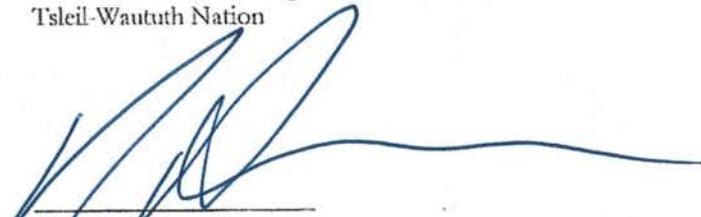


Sincerely, the MST-CLC Joint Venture partners,


Ms Allyson Fraser
Councillor
Musqueam Indian Band


Mr Chris Lewis
Councillor
Squamish Nation


Mr Frank Matthew Thomas
Vice President, Takaya Developments
TWN Economic Development
Tsleil-Waututh Nation

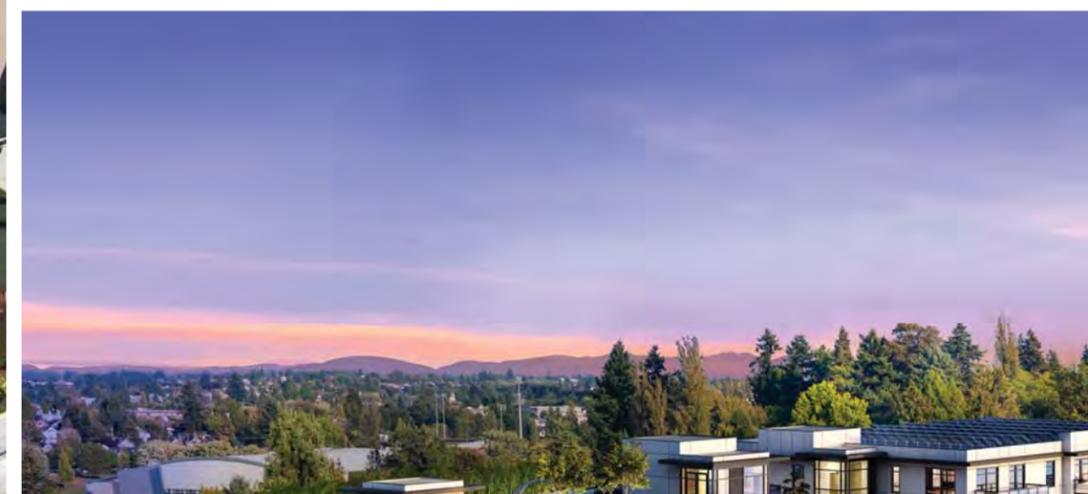

Mr Robert Howald
Executive Vice President
Real Estate
Canada Lands Company CLC Limited

cc.

Ms. Jane Pickering, Acting General Manager, Planning and Development
Ms. Susan Haid, Assistant Director, Planning (South Vancouver)



Joint Venture Guiding Planning Principles (October 29, 2015)



01 MAXIMIZE THE TRIPLE BOTTOM LINE POTENTIAL OF THE LANDS

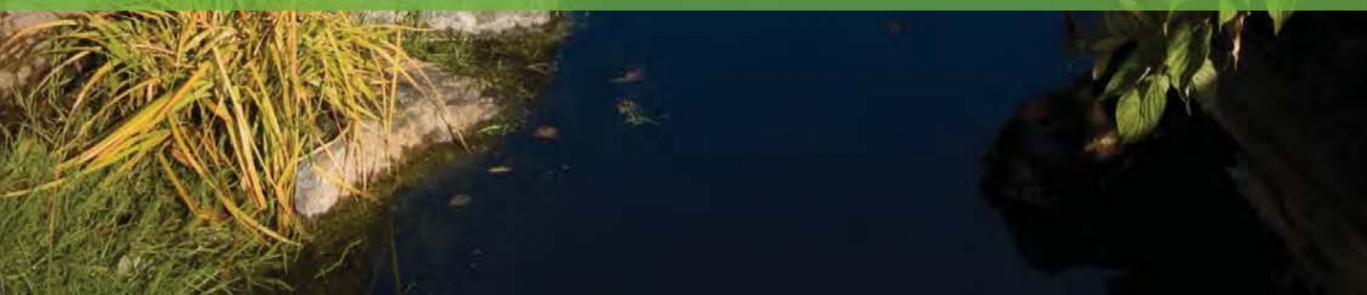
- Economically Feasible
- Environmentally Responsible
- Socially Respectful





02 RESPECT THE LAND

- Enhance natural systems
- Contribute to sustainability

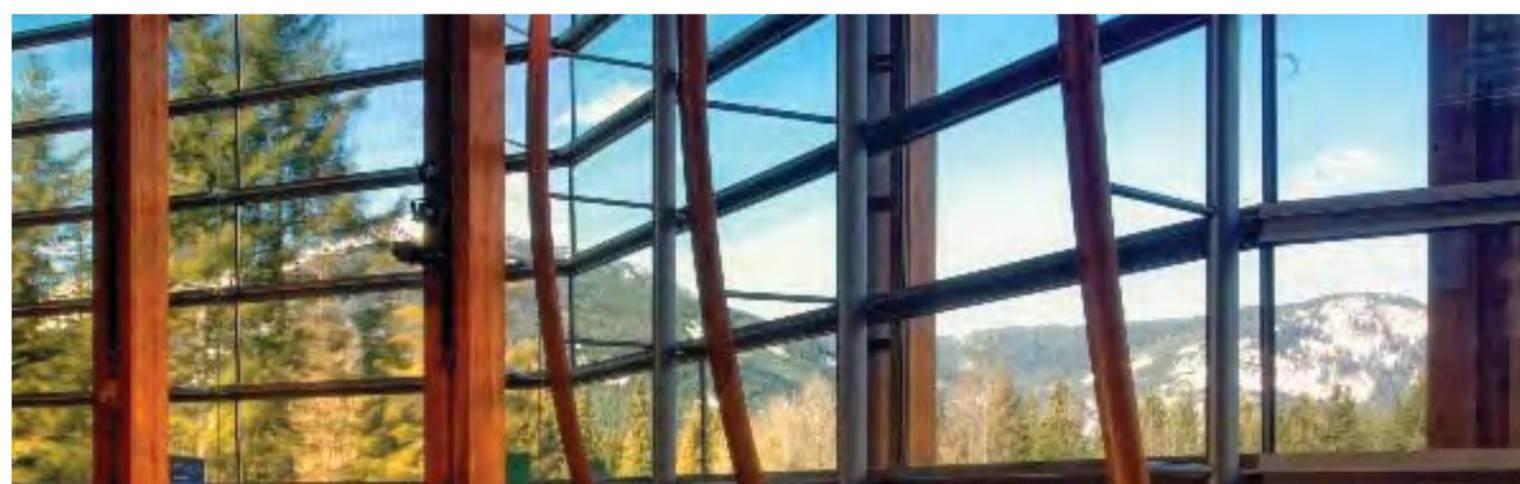




03
WELCOME + CONNECT CULTURES

- Welcome all people + cultures
- Create dynamic + attractive public spaces
- Enhance social vibrancy + sense of place





04 REFLECT THE NATIONS' LEGACIES... PAST, PRESENT + FUTURE

- Reflect Musqueam, Squamish + Tsleil-Waututh culture, traditions and values
- Build lasting and tangible legacies





05 FIT WITHIN THE NEIGHBOURHOOD

- Appropriate land uses
- Transitions to adjacent properties
- Green space and amenities





APPENDIX D



06 PROVIDE A RANGE OF HOUSING TYPES

- Support a diversity of needs
- Mixed incomes, ages and cultures





07 DESIGN A HEALTHY + SUSTAINABLE COMMUNITY

- Emphasize human scale + social interaction
- Prioritize walking, cycling and transit
- Sustainable design





08
INNOVATIVE DESIGN + OUTSTANDING QUALITY

- High quality urban, architectural and public realm design
- Respond uniquely to context

