

STRATEGIC DIRECTIONS FOR TAICHENG DEVELOPMENT CORPORATION

By

Sheryl Fisher

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Approval

Name: Sheryl Fisher

Degree: Aboriginal Executive Master of Business Administration

Title of Project: Strategic Directions for Taicheng Development Corporation

Supervisory Committee:

Tom Brown
First Reader
Academic Director, GDBA
Beedie School of Business
Simon Fraser University

Mark Selman
Second Reader
Director EMBA in Aboriginal Business and Leadership
Beedie School of Business
Simon Fraser University

Date Approved: _____

Abstract

Strategic directions for Taicheng Development Corporation: Taicheng has been in West Vancouver since 2009, expanding their real estate development business from Mainland China. In 2011, Taicheng acquired a 500-acre property, which is located in South Britannia along the Sea to Sky highway. This is their first International development. Taicheng recognizes the territory of Squamish Nation and would like to develop the partnership into a lifelong relationship, recognizing that protocol, businesses, history, culture and art are to be incorporated into the development. Owner, Peter Cheng has said that he is in this for ‘proper protocol’ not *profit*. Taicheng will develop in accordance with the Squamish Lillooet Regional District and the Britannia Official Community Plan, building a liveable, sustainable Sea to Sky village for the 21st Century.

This project will focus on two options: How will Taicheng develop the village with the 1000 bed units according to the Britannia OCP plan, instead of the 4000 bed units they originally requested and were declined by the SLRD? How will Taicheng develop the partnership with Squamish Nation without the acquisition of the Provincial crown lands adjacent to the South Britannia village?

Each of the two options will be evaluated and an alternative procedure(s) will be selected with the most productive option(s) proposed.

Executive Summary

Taicheng Development Corporation come from developing cities in Mainland China for millions of people. This is their first international development that is close to an urban city and is one of their smallest developments. Taicheng acquired a 500-acre property, located in South Britannia, BC, rescuing the lands from a court ordered hold and paying \$30.5 million dollars. Peter Cheng, the owner, recognizes the lands are on traditional Squamish Nation territory and wants to ensure that Squamish culture, history and art are integrated throughout the new sustainable village. Peter passed through the Vancouver International Airport and saw all the beautiful art installations but on leaving the airport and could not see any more representation in the City of Vancouver. He decided to ensure it will be included in his development of South Britannia. I got to witness the initial meeting with Peter Cheng and the three Chiefs of Squamish Nation and the first thing he mentioned is that he is in this for proper protocol, not profit. He has since developed a trusting and respectful relationship with the three Chiefs and Squamish Nation community.

In my final paper, I will analyse two key challenges for Taicheng and will develop a business strategy to find solutions to these two questions. The first key challenge is, how Taicheng will develop the village with the 1000 bed units according to the Britannia OCP plan, instead of the 4000 bed units they originally requested and were declined by the SLRD. The second challenge being, how will Taicheng develop the partnership with Squamish Nation without the acquisition of the Provincial crown lands adjacent to the South Britannia village?

I provide background information by analysing Taicheng's Master Plan, Squamish Nation's website and guidebook, Rivers Consulting Solutions report and interviews, Squamish Lillooet Regional District's – Official Community Plan for Britannia and other pertinent partners. The key concepts and results that I identified are;

- ✓ Hiring a new team of MVH Urban Planning & Design to assist in the smaller scale, 1000 bed units for Phase 1 and managing the project.

- ✓ Abiding by the SLRD, Britannia OCP plan regulations to move forward in the application process. The SLRD have a newly revised OCP plan from 2013 that is up to date and sustainable.
- ✓ Building a distinct and compact sustainable community, with a mixture of housing options that are beautifully designed, energy efficient, sited sensitively and reflective of a mountain and ocean setting with a small town feel.
- ✓ Creating a ‘Sense of Place’ that will include Cultural diversity.
- ✓ Providing a combination of active and passive parks, a spirit trail and other green spaces for a variety of recreational experiences for residents and visitors.
- ✓ Developing the project in Phases over the next 15 to 20 years provides a more realistic timeline of completion.
- ✓ Linking communities. The site is approximately 55 kilometres (34 miles) north of the City of Vancouver and 12 kilometres (8 miles) south of Squamish. There are currently 300 residents in North Britannia and both communities will be connected to create ‘One Britannia’. This will also open up the greater retail opportunities for residents of Lions Bay, Furry Creek, Porteau Cove and Squamish.
- ✓ Highlighting Squamish Nation as a vibrant, proud and dynamic Coast Salish Nation, with a strong culture, rich history and internationally renowned artists. Squamish Nation have prospered within our traditional territory since time immemorial.
- ✓ Signing a ‘Protocol Agreement’ between Taicheng and Squamish Nation will be historic and significant, as the lands are owned by a corporation in our traditional territory but not ‘reserve lands’. This could set a precedent for other corporations to do the same in their developments. We have already signed protocol agreements with other municipalities, nations, New Zealand king, Hawaiian king and Tahiti king.
- ✓ Matching the SLRD – OCP plan, Taicheng and their project management team are following SLRD regulations respectfully and as thoroughly as possible

- ✓ Working primarily with Squamish Nation's Intergovernmental Relations, Natural Resources & Revenue department to develop the highest and best opportunities for all of the membership and artists.
- ✓ Looking at other alternative and newly innovative concepts in sustainable technology to include in the building and construction of the housing and buildings.
- ✓ Creating a model approach based on open and transparent three-party dialogue between Taicheng, Squamish Nation and the Provincial government that others could use to develop projects on Crown Lands.
- ✓ Modifying PEST Methodology from Political, Economical, Social and Technological to a form that better meets the needs of this project by substituting Environmental for Economical. Scanning the four areas to further develop recommendations and solutions.
- ✓ Providing Win/Win/Win approaches to select in implementing the recommendations.

By reviewing all of these 7 chapters, will help in maintaining the relationships, developing the village and in the end, building a successful sustainable, cultural community that can be followed by other developers in Canada. My final paper will go through these chapters in detail in looking at;

1. Brief History of Taicheng and its Development Plans.
2. Brief History of Squamish Nation and South Britannia Site Traditional Uses.
3. Current Governance Requirements and Process.
4. Options for Improving Development for the Sustainable Village.
5. Options for Developing Businesses and Opportunities with Squamish Nation.
6. Methodology for Choosing Options
7. Implementing the Selected Approach, Win/Win/Win

Dedication

For my late grandfather, Andrew Paull

For my mother, Audrey Rivers – Tiyaltelot, my inspiration

For my beloved husband, Leonard Fisher Jr (Lenny)

To my ancestors.....

Acknowledgements

Thank you to my late grandfather, Andrew Paull, who inspired me from the age 8 to get my degree. Even though I did not meet my ‘Papa Andy’ because he passed away ten years before I was born, his legacy is inherent. I honour him, through my mother, for being here today.

Huy chexw Tiyaltelot, my mother. I appreciate your guidance and support through my lifelong journey. Always encouraging me to get a better education and vocation, while instilling our culture and language. You are my best friend and I am grateful to have you as my mother. I hope I am making your proud!

For my husband, Leonard Fisher Jr (Lenny). You have encouraged me as a best friend for more than half my life. I thank you for supporting me with your wisdom, delicious food, love and financially through this dream. I love you deeply.

Finally, to all my past family and ancestors that continue to guide and protect me, especially when I was hospitalized in the second year. Your strength and prayers are the reason I was able to complete this journey.

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Glossary

Taicheng Taicheng Development Corporation

SLRD Squamish Lillooet Regional District

OCP Official Community Plan

SN Squamish Nation

IRNR&R Squamish Nation Intergovernmental Relations, Natural Resources & Revenue

1: Brief History of Taicheng Development Corporation and their Development Plans

1.1 Taicheng Development Corporation (Taicheng)

1.1.1 Today

Taicheng have been involved in developing high-density communities and hotels outside Mainland China for 15 years. Peter Cheng, the owner has become a billionaire from having nothing as a young boy to purchasing the South Britannia lands along the Sea to Sky highway. Taicheng paid \$30.5 million cash for 5000 acres in South Britannia, rescuing it from a court-ordered hold from the previous owners. (Morton, 2012) The lands include the gravel pit directly south of Britannia mine, the former Makin Lands and land that stretches up to the top of Furry Creek and down to the waterfront. Taicheng plans on eventually constructing a sustainable community of up to 4,000 homes, which will be multi income- level, including single homes, duplexes, townhouses and small apartment dwellings.

Figure 1 South Britannia Master Plan (November 2014)



1.1.2 A New Team

Taicheng had originally contracted Folio Architecture's Ron Lea and his team to head the project, as they come from hotel & resort development and have had a previous relationship with Taicheng, completing projects in China. With Peter Cheng's idea of building a 3500-4000 bed unit village, he thought it would be best to work with Ron Lea. Peter Cheng also did not realize how much more process would be required to develop a community in Canada. In China, they do not need to complete as many government procedures to develop and build. The Squamish Lillooet Regional District (SLRD) absolutely refused to start with such a big community and turned down the initial request and project, allowing the 1000 bed units and moving forward in the proper process as per the SLRD requirements.

That leads to re-evaluating the project and contracting MVH Urban Planning & Design Inc. and the project managers Michael von Hausen & Paul Turje to scale down to the 1000 bed units as recommended by the SLRD and sticking to Britannia's OCP plan. This is very new and will be developed and explored further with Squamish Nation as well. I am setting up the initial meeting with the new project managers and Squamish Nation chiefs to develop the relationship and create a protocol agreement together.

1.1.3 The Development Plans

The South Britannia Beach Master Plan created by MVH Consulting & Design Inc, states the following on their Executive Summary (Turje, 2014):

South Britannia Beach will be a distinct and compact community. It will comprise a mixture of housing options that are beautifully designed, energy efficient, sited sensitively and reflective of a mountain and ocean setting with a small town feel. South Britannia Beach will help complete and complement the existing North Britannia Beach community.

Diversity and choice of housing will be central to the Master Plan which will provide between 850 to 1,000 residential units with an equal mix of single-family lots, which will also permit suites or lane houses (in lane accessible areas). A variety of multiple-family housing will include townhouses, row houses and stacked townhouses set in a variety of site plans including cluster, courtyard and greenway housing designs. Apartments will be four to six stories and will be located in the Minaty neighbourhood.

Creating a 'sense of place' will be important in establishing South Britannia Beach as a unique community. Social support and local community services will be keystones for the South

Britannia Beach community. The community gathering place – Britannia Crossing – will be conveniently located near the main entrance of the development. Britannia Crossing will consist of commercial and institutional uses along with a central community park surrounded by multiple-family housing. The commercial uses will include a community resource and learning centre, transit hub, and emergency services. The community resource and learning centre will include a day-care, a local business centre and a potential kindergarten to grade 3 school.

Britannia Crossing will be linked to the other three residential neighbourhoods: Britannia Meadows, Soundview and Minaty. Neighbourhoods will be connected by local streets and trail systems that are pedestrian and bike friendly. The transit hub will support potential local bus and shuttle transportation.

A combination of active and passive parks in South Britannia Beach will provide a variety of recreational experiences for residents and visitors. The proposed active community park in Britannia Crossing, consisting of sports areas and community gardens will be complemented by local neighbourhood parks. These parks will be connected by a nature trail system that will follow the creeks and wetlands. The creation of the Minaty Bay south of Highway 99 will provide a waterfront recreation focus on Howe Sound. A proposed waterfront trail (subject to approval of the Province of British Columbia) will connect Minaty Bay to North Britannia Beach.

The South Britannia Beach community will be developed in phases over the next 15 to 20 years. The initial phase 1 (Britannia Crossing), developed over the next 2 to 12 years (2016-2026), will comprise a mix of single-family and multiple-family housing with up to 400 to 500 units in the north and central parts of the site. Phase 3 will follow from 2026-2031 with a mix of 200 to 300 housing units in the Minaty neighbourhood south of Highway 99. Phases 4 and 5 will see the development of the Tourism Commercial area on Minaty Bay including a hotel with up to 100 rooms (Turje, 2014).

A summary of the Public Engagement process stated:

The project team believed that meaningful public engagement would be instrumental to the success of this project, and therefore designed a targeted and collaborative approach to engagement. As South Britannia Beach will become part of a greater Britannia Beach community, the most important people to engage in this project were the current residents of Britannia Beach. Furthermore, as South Britannia Beach will become a new community in the Sea-to-Sky Corridor, it was essential that the other communities impacted, namely Whistler and Squamish were engaged in the planning process as well. Members of the communities were invited to participate in the four-day

community design workshop held from April 22nd to April 25th, 2014 at the Britannia Beach Community Hall. The workshop and associated events were well received and there was strong support for the proposed plan directions as voiced by the participants and further evidenced in the comment sheets at the presentation on the final day of the workshop. The continuing importance of community and corridor partnerships was emphasized throughout the workshop events as noted by the comments and workshops. Posters were displayed on the walls during the whole four days and people were encouraged to provide comments on the draft goals and desired outcomes for the community. Participants wrote comments on sticky notes, which were then incorporated into the revised goals and desired outcomes (Turje, 2014).

Figure 2 South Britannia Beach Summary Plan (November 2014)



1.1.4 Location and Size

The South Britannia Beach site is in the SLRD and flanks Highway 99 (the Sea-to-Sky highway). The site is approximately 55 kilometres (34 miles) north of the city of Vancouver, 33 kilometres (21 miles) north of Horseshoe Bay and 12 kilometres (8 miles) south of Squamish. The site is also north of the existing communities of Furry Creek and Porteau Cove. The development area is immediately south of the historic Britannia Beach community (North Britannia), a community of approximately 300 residents and associated mining facilities including the Britannia Mining Museum. The site borders the eastern shores of Howe Sound while Highway 99 bypass and existing hydro right-of-way shape the eastern boundary of the site on the lower part of the mountainside.

The total land owned by Taicheng Development Corporation is 186.41 hectares (460.63 acres). The Master Plan includes 72.37 hectares (178.83 acres) which represents approximately 39 percent of the gross property area. The majority of the waterfront (lots 5208 and 5210) is owned by the Province of British Columbia (the Crown), except for the Minaty Bay area in the southwest corner of the property. Most of the developable area is focused on the lower slopes and previous gravel extraction operations area, as well as, the Minaty Bay area (Turje, 2014).

Figure 3 Image of Minaty Bay and Southwest Corner of Britannia (November 2014)



The Master Plan area includes the low level lands owned by Taicheng Development Corporation (Taicheng) noted as Blocks A, B and part of Block C (noted in the hatched lined area), as well as, the Howe Sound waterfront properties owned by the Crown, both in front of the Taicheng lands (Lot 5210) and the Britannia Mine Museum (Lot 5208). The Crown has officially

permitted Taicheng to include their lands in the Master Plan and formal application but did not provide any further approval or consent.

The Master Plan follows the development limits within the Official Community Plan for this area outlined in the Howe Sound East Sub-area Plan (Schedule C to SLRD Area D OCP Bylaw 1135-2013). The Master Plan does not include the uplands parcels owned by Taicheng, except for the necessary trail and road connections, as well as, the siting of a proposed water reservoir to service the development (Turje, 2014).

2: Brief History of Squamish Nation and South Britannia Site Traditional Uses

2.1 Squamish Nation

2.1.1 Today

The Squamish Nation is a vibrant and dynamic Coast Salish Nation, with a strong culture, rich history and bright future.

The Squamish Nation has existed and prospered within our traditional territory since time immemorial. We are Coast Salish people. Our language is the Squamish language. Our society is, and always has been, organized and sophisticated, with complex laws and rules governing all forms of social relations, economic rights and relations with other First Nations. We have never ceded or surrendered title to our lands, rights to our resources or the power to make decisions within our territory.

The modern era of Sk̓wx̓wú7mesh Úxwumixw was declared on July 23, 1923 through the “Prayer of Amalgamation.” This was the result of eight years of discussion, planning and a legal agreement signed by the 16 Sk̓wx̓wú7mesh Chiefs. This document was the instrument to declare that the traditional governance of Sk̓wx̓wú7mesh Úxwumixw, our People and lands, is still in place. The hard working Squamish Nation people of the time laid the groundwork for the growth and development of the society we enjoy today.

The Sk̓wx̓wú7mesh stelmexw (Squamish People) continue to reside in the area now described as the lower Mainland of British Columbia. The largest proportion of Squamish Nation members reside on several urban reserves in the city of Vancouver, North and West Vancouver and the municipality of Squamish, B.C.

The Nation’s population is scattered among nine communities stretching from North Vancouver to the northern area of Howe Sound. Over 60% of the more than 3,600 Squamish Nation members live on reserve and membership is determined by guidelines set out in the Squamish Nation Membership Code.

2.1.2 Economic Activity

The Squamish Nation is a leader in the field of First Nations economic development. The Squamish Nation's sources of revenue are taxation, leases and Squamish-owned businesses, such as:

- ❖ Mosquito Creek Marina
- ❖ Lynnwood Marina
- ❖ Marina Grill
- ❖ North Vancouver Smoke Shop at Mosquito Creek
- ❖ Squamish Valley Gas LP
- ❖ Superstore Gas Bar, North Vancouver
- ❖ Capilano River RV Park, West Vancouver
- ❖ Northwest Squamish Forestry LP
- ❖ The Park Royal Shopping Centre, International Plaza, and Greater Vancouver Storage Sewage Plant, are a few examples of existing tenants on Squamish Nation lands.

In addition to revenue generated from existing leases and businesses, the Squamish Nation plans to develop various parcels of lands, including proposed developments at Seymour, Capilano, Kitsilano, Chekwelp and Stawamus. Proceeds from new developments will support ongoing programs and services for Squamish Nation membership, as well as acquire new lands, provide infrastructure, and provide finance options for member housing.

2.1.3 Squamish Nation History

The Skwxwú7mesh Úxwumixw (Squamish People, villages and community) have a complex and rich history. Ancient connections are traced within our language through terms for place names and shared ceremony among the Salmon Peoples of the cedar longhouse.

We are the descendants of the Coast Salish Aboriginal Peoples who lived in the present day Greater Vancouver area, Gibson's landing and Squamish River watershed. The Squamish Nation has occupied and governed our territory since before recorded history.

Sixteen Síiyam (Chiefs) remain from a long line of leaders, and current Skwxwú7mesh generations can trace their connections to one or more of the strong leaders and speakers who

signed the Amalgamation on July 23, 1923. The Amalgamation was established to guarantee equality to all Squamish people and to ensure good government.

2.1.4 Squamish Culture

The Squamish culture is rich and resilient. We continue to practice our customs and traditions, which are strongly interconnected with our traditional territory. Together with our lands, our customs and traditions are the foundation of who we are as Skwxwú7mesh.

The Squamish Language - The Squamish People are the Indigenous Peoples who speak the Skwxwú7mesh Snichim (Squamish language). Today, the term “Squamish Nation” is often used to describe this group of Coast Salish people, however in the long ago there was no word for “nation” and the Squamish simply called themselves Skwxwú7mesh (pronounced Squ-HO-o-meesh) or “the Squamish People.” The Skwxwú7mesh Snichim, although critically endangered, is still a vital part of the Squamish culture. We often reference communities as villages, which in Squamish language are called Uxwumiyxw.

The Longhouse - Ceremonial events of the Squamish people are customarily conducted in the Longhouse. During pre-contact, certain Longhouses were utilized as community dwellings, and others were set aside for the exclusive use of the winter spiritual dances. The Longhouse is a sacred place that plays a significant role in the culture of the Coast Salish people.

In June Baker’s description of the *Legacy of the Longhouse*, she notes the following:

In modern times, the main events held in the long house are the winter spiritual dances... An important part of the ritual of the longhouse is the witnessing ceremony. Whenever one is doing ‘work’ of any consequence and a spokesperson or ‘floor manager’ has been selected, the first order of events is to call witnesses. These people are required to take note of the work that is taking place and to speak about the work when it has been completed (Flowmarq Creative Inc, 2013)

“To do work in the Longhouse involves any one of a number of significant events, such as bestowing a traditional name, memorial rite for a deceased family member and apologizing for a mistake or mishap...other situations that require the calling of witnesses are the many rituals that accompany the sponsorship of a new dancer.” (Flowmarq Creative Inc, 2013)

“Longhouses are situated throughout the Lower Mainland, Vancouver Island, Washington State and the Lower Fraser Valley. At one point in history, the Squamish Nation proudly possessed more than twenty Longhouses from the Upper Squamish Valley, to False Creek and Burrard Inlet. Two of the larger

Longhouses were located at what is now Lumberman's Arch in Stanley Park and on the present Seymour Reserve." (Flowmarq Creative Inc, 2013)

Squamish Art - The Squamish Nation has a rich artistic tradition, and is home to many renowned artists in the areas of traditional arts such as carving (masks, canoes, welcome figures), painting, jewelry and weaving (wool and cedar), as well as more contemporary arts such as clothing design, ceramics, folk art and modern forms of music. In my feasibility study, I identified 10% of the total population that practice art for a living, there is still a higher percentage that do it as a hobby. We have many internationally renowned master artists as well, they include artists such as Xwalactun (Rick Harry). He was born and raised in Squamish, and educated at Emily Carr College of Art and Capilano College before embarking on a 30-year career as an internationally recognized artist and cultural ambassador. He works in wood, glass and steel and is best known for his remarkable woodcarvings. I completed his winning request for proposal for the 2010 Olympics with VANOC, which had his art featured with the Olympic sponsors such as, Hudsons Bay Company, Birks, Aritzia and many other companies. He also has many large scale public art pieces throughout the lower mainland and Scotland.

When discussing the Squamish Nation artistic styles, Xwalactun noted "when it comes to traditional art it is almost new to us because we lost it. We're doing a Kwakwaka'wakw style, taught by Ellen Neal, who also taught several Coast Salish people." Ellen Neal from Alert Bay (1916–1966) was a Kwakwaka'wakw artist woodcarver and is the first woman known to have professionally carved totem poles. The late Larry Joseph, who was also known for his totem poles, was mentored by Gottfried Hunt. "That's why we have that design now" noted Xwalactun. "The style of art is more contemporary for our people now, but we are moving back to traditional style and combining it with contemporary style." In 1990, Xwalactun started making changes to the Coast Salish design after he learned the style from Charles Elliott. In his contemporary art, he uses different materials, such as metal. He noted, "You will see a lot of large pieces made out of metal, which is cut with a water jet cut." (Flowmarq Creative Inc, 2013)

Xwalactun tells stories through his art pieces, including new and old stories. His intent is to leave behind history for the next generation through his art. "One day we will become ancestors and this is an example of true traditional art." His art is constantly evolving and he blends it with contemporary art (Flowmarq Creative Inc, 2013).

He indicated, "We never had a word for artwork. Artwork was used to help pass on messages and stories." Early in his career he created artwork for the sake of it, just to try and sell it, but it did not have any meaning behind it. All the art pieces he does now have meaning. "When the art work comes to life, it gives a connection to the people; you start communicating it, rather than just reading

about it, you read about it and the more you keep it to yourself. When you do something you have to share” (Flowmarq Creative Inc, 2013).

Figure 5 Xwalactun Art Images provided by Rick Harry



Squamish Sports - In terms of sport, the Nation has a rich canoe history, as well as traditional games, soccer and lacrosse. More recently, the Nation is very proud to host and support the First Nations Snowboard Team.

Canoeing - Mike Billy, a member of the Squamish Nation, has been canoe pulling his entire life. Mike is struggling to keep Squamish canoe culture alive, because he believes paddling is a crucial part of the Nation’s history and culture. However, the popularity of canoe racing has dropped substantially in the last 30 years. When Mike first started in 1979, there were as many as thirty-two 11-man canoes competing. At races today, at the most there are ten 11-man canoes.

In the early 1900s, Mike’s grandfather was the go-to-guy for a canoe in Squamish. “He didn’t often paddle, because of his asthma and bronchitis, but he established himself as the Nation’s canoe carver.” He passed the skill on to his son Cedric Billy who taught his own sons (including Mike), as had been done since the sport began in the 1870s.

Regarding Mike’s father Cedric (who today is 76 years old), Mike noted “he was an avid paddler until he tore ligaments in his shoulder in his early 70s. He looks wistful when he recounts his paddling days.” Cedric added “I haven’t been to races in the last two years. I don’t know

what's going on now I'm not too young anymore, you know. I wish I could bring those days back though. I can dream. I can look at pictures." He has not been to a practice or watched a race in the last two years. Not because he doesn't want to, but he's afraid it would be too painful. "Oh yeah I miss races," his voice becomes soft "they used to even ask me just to go down there and coach them. I said I can't do that – I'll start crying." He noted, "It's too hard on me."

Mike explains this is common for retired paddlers. "They often yearn to be on the water, and watching other paddlers is a difficult reminder that they cannot be." Also, the drop in participation is tough for his dad, just as it is hard on him. One theory about the drop in war canoe racers is that more paddlers are returning to ocean-journey canoeing, which was revived internationally in 1986.

Mike noted the way our world has changed is we have so many things we can get instant satisfaction from, such as the Internet, movies, cellphones and game systems. "It is very demanding by today's standards to train every day for three months." Mike starts training in the month of March to compete in the races and he finds it very rewarding.

Dave Jacobs, a member of the Squamish Nation and retired Captain of the Canoe Club, indicated, "there is a long history of canoe pulling in my family." Starting in the 1930's, his grandfather Isaac Jacobs skippered and trained the team from Squamish. His grandfather used to talk about it and the canoes they used at the time. Some of the canoes, which became prominent, are the "Little Squamish" and the "Initial Mermaid." The canoe club travelled all over the island when his grandfather was the skipper, and there were many who paddled the canoe, including Steven "Flossy" George, Joe Martin Charlie, Harry Moody, Bob Baker, Glen Newman, Ron "Poky" Newman, Frank Miranda, and Jock James. The canoe builders were Bill Discon and Harry Moody from Squamish. Dave stated, "even before that, they started building the racing canoes; as a young lad on this reserve there were several canoes that were built here. They used the canoes for clam digging and fishing out in the river and bringing our clams out in Vancouver. We had huge canoes. There were always canoes here. You always see pictures of the church here in North Vancouver with canoes always at the beach and the history of canoes on the water ways – that was their transportation."

Jack Lewis started canoe pulling in 1963 in Squamish BC "with the Lewis bunch" (Jake, Allen and Cecil, Glen Newman, and Ronny Newman), and Dave Jacobs as their Captain. Jack stated, "At the time I had no clue about canoe pulling and keeping my balance." The team would practice every day, and during his first experience going out, the canoe flipped over due to his lack of experience. There were about 21 canoe club members. Every week they travelled to

different canoe races in Duncan, Lummi, Chehalis, and Cultus Lake. Canoe pulling kept the canoe club out of trouble for about 4 months. The training was very strict and due to the strictness they were unbeatable for two years. Jack has many trophies of their winnings and when they would place, 15 dollars would be paid out to each member.

The late Uncle Louie Miranda travelled with the Canoe Club also. He would never miss a race. Jack noted that Percy Paull (my late uncle) was also a regular at the races. Percy looked after the canoe team by providing massages before and after the races and putting liniment on the team members.

Most recently, in 1993, the revival of ocean going canoes was resurged throughout the Northwest Coast in almost 100 years took place. With the initial canoe gathering taking place in Bella Bella, BC, ocean-going canoes from as far south as Neah Bay, Washington to Haida Gwaii paddled for up to one month to participate in the cultural canoe gathering in June 1993. Since then, there have been canoe gatherings every year, hosted by various communities along the Pacific Coast, including Hawaii, New Zealand and Tahiti. It has brought back a revival of our culture and language, title & rights and instilled this from youth to adulthood.

Image 1 Squamish Ocean-Going Canoe image provided by Sheryl Fisher



Lacrosse - The game of Lacrosse has a long history in the Squamish Nation. The book *Teiointsikwaeks*, states: “The People of the Squamish Nation have been playing their own version

of the game of lacrosse since pre-contact times...when the Iroquois version of the game made its way out west [it] was easily adapted by the Squamish Nation.”

According to Dennis Joseph, a member of the Squamish Nation, the game of lacrosse was called “K’exwa7” which means stickball. “The players would use a round rock from the river... it was similar to hockey where you would try to score on the net.” Dennis noted that his understanding is that lacrosse was more for recreation in the Squamish Nation: “playing lacrosse is a part of a balance in life.” He added that “the walk of life is to be fit and competitive, and the sport also keeps the warrior going in you.” Lacrosse has been in the Joseph family for several decades – for example, his late father Willard Joseph, who was a big influence in his life, coached Dennis and his brother Patrick in lacrosse.

There was also a woman’s team in the 1960s, and the late Connie Band was the first woman to represent Squamish in the association.

T. Richard Baker (Huuyaah) is also a Squamish Nation member who was recently given an achievement award from the BC Lacrosse Association, to recognize his 23 years of playing. Richard started playing when he was 16 and he is still giving it his all today. He believes it is important to give back to the community, and so he and Dennis provide lacrosse clinics – which is how field lacrosse was reintroduced. Richard stated: “nobody played after the old guys like the late Bino, Freddy, and Uncle Stan – there was a big lull from them to us.” He noted that one piece of advice he would give to young players is that they have choices in life. “There is right and wrong. Just be consciously aware of where you’re at in your life” (Flowmarq Creative Inc, 2013).

My late grandfather, Andrew Paull was a big player and coach for the historical North Shore Indians and was inducted into the Sports Hall & Fame in Vancouver, British Columbia.

Soccer - Soccer is very popular amongst the youth of the Squamish Nation, and more and more Squamish youth are playing on travel rep teams and high performance teams. We have always had a strong women’s team that have won tournaments for decades. One of the women still involved is;

Deanna Lewis, a member of the Squamish Nation, has played soccer her entire life and coaches the Squamish Thunder soccer team. Deanna has travelled all over the world to play on top soccer clubs. It has kept her healthy and shown her that you can achieve your dreams. She believes that soccer is important to help “break the negative cycle of reservation life.” She coaches soccer because she wants to show Squamish Nation youth a healthy path.

She is grateful for the support of the Squamish Nation Chiefs and Council, Recreation Department, Peace Keepers, Elders Circle, Squamish Valley Parent Advocacy Society and the Squamish Sports and Culture Fund. Deanna started coaching ten years ago and has found it very rewarding: “I have had deep conversations with our Squamish Thunder players about eating healthy and training properly. I also tell them the story of my own struggles as a child trying to get to soccer games or tournaments.

Deanna is proud of the youth who participate: “when we go to tournaments I remind our youth that they are ambassadors and reflections of our Squamish Nation. I have heard from many nations that our youth are respectful and outstanding soccer players.” While all of the youth are fantastic, she noted that Dominick Harry is an outstanding goalie and elite athlete who is also on the Snowboard team. Other outstanding Squamish Nation soccer players are Jonathan Williams and Jason Lewis. They have been playing on travel rep teams and will be traveling to Europe with the European Soccer Football Club (Flowmarq Creative Inc, 2013).

2.1.5 Squamish Nation Land

The total area of Squamish Nation Traditional Territory is 6,732 square kilometres (673,200 hectares). The Nation consists of 23 villages encompassing 28.28 square kilometres (2,828 hectares). These parcels of land are scattered from Vancouver to Gibson’s Landing to the area north of Howe Sound.

Squamish Nation traditional territory is located in the Lower Mainland region of British Columbia. Prior to, and following the arrival of Europeans in the late 1700’s, the lands and waters we used and occupied either exclusively, or jointly with our First Nation neighbours, were as follows: from Point Grey on the south to Roberts Creek on the west; then north along the height of land to the Elaho River headwaters including all of the islands in Howe Sound and the entire Squamish valley and Howe Sound drainages; then southeast to the confluence of the Soo and Green Rivers north from Whistler; then south along the height of land to the Port Moody area including the entire Mamquam River and Indian Arm drainages; then west along the height of land to Point Grey.

This territory includes some of the present day cities of Vancouver, Burnaby and New Westminister, all of the cities of North Vancouver and West Vancouver, Port Moody and all of the District of Squamish and the Municipality of Whistler. These boundaries embrace all of Howe Sound, Burrard Inlet and English Bay as well as the rivers and creeks that flow into these bodies of water. In addition, we used and occupied the various islands located in Howe Sound.

Our historical links to these lands and waters are numerous. Squamish place names exist throughout the territory. In many instances, a location has particular meaning to our people because of the existence of oral traditions that served to explain that place in the Squamish universe and in our relationship to the land. In addition, the land bears witness to the settlements, resource sites, and spiritual and ritual places of our ancestors, including villages, hunting camps, cedar bark gathering areas, rock quarries, clam processing camps, pictographs and cemeteries. Some of these village sites date back 3000 years.

Xay Temixw (Sacred Land) Land Use Plan

In 2001, the Squamish Nation developed the Xay Temíxw (Sacred Land) Land Use Plan. The plan identifies four types of land use zones:

- ❖ Forest stewardship zones;
- ❖ Sensitive areas;
- ❖ Restoration areas; and
- ❖ Wild spirit places

You can find the full Land Use Plan on the Squamish Nation website, www.squamish.net, under the ‘About Us’ tab and under the heading of ‘Our Land’

2.1.6 Squamish Nation Governance

Under the mandate of the Squamish Nation membership, the Squamish Nation Chiefs and Council work to protect and enhance the quality of life of the Skwxwú7mesh Úxwumixw.

As a Nation, our traditional custom was consensus-based decision making through the long house. This process was modified by the 1923 Amalgamation, which established the Squamish Nation Council of Hereditary Chiefs to conduct the affairs of the Squamish Nation.

This governance structure was further modified following a membership working group, General Meetings and a referendum, which resulted in the election of sixteen (16) councillors for four-year terms (plus an elected Band Manager), since 1981. In turn, the sixteen councillors elect Co-Chairs of the Council instead of a Chief – as such, the Squamish Nation governance model is unique.

The 1981 process was election reform, from a hereditary governance system to a democratically elected system. The Council works closely with the Squamish Nation Administration, which administers more than 150 programs and services for membership. The

Squamish Nation Chiefs and Council and Administration are committed to the principles of accountability and transparency. We are also committed to ensuring that Squamish Nation members are fully informed about the work we are doing to sustain the Skwxwú7mesh Úxwumixw.

We take this responsibility seriously and we rely upon our cultural teachings and traditions to defend these rights. Our approach to our responsibilities is based upon the principles of respect, equality and harmony for all, as set out in our mission statement (Flowmarq Creative Inc, 2013).

Squamish Nation Council includes 2 Co-Chairs and 14 elected Council members. We are also the only first nation community in Canada that still elects our Band Manager, this may be voted and amended by membership before 2017 and the next elections and the position will be posted.

2.1.7 Squamish Nation Agreements

Protocol Agreement with Lil'wat – Chiefs and Council signed a Protocol Agreement with the Lil'wat Nation, on March 22, 2001.

Squamish and Lil'wat People have co-existed respectfully as neighbours and have used and occupied the lands and waters within our respective traditional territories since time immemorial. It is the desire of both Nations to work in a cooperative manner in order to take advantage of economic opportunities, establish a clear First Nation presence in the area, and protect our respective aboriginal rights and title.

The purpose of this Agreement is to establish a process that will allow the Squamish and Lil'wat Nation to:

- ❖ Identify issues of mutual concern within traditional territories, but outside reserve boundaries;
- ❖ Better take advantage of economic opportunities;
- ❖ Make decisions jointly and implement those decisions together;
- ❖ Allow both Nations to express their mutual respect for each other's historic presence in the region and to obtain a better understanding of each other's communities;

- ❖ Establish a basis of mutual support for the preservation and protection of both Nation's Aboriginal Rights and to examine the possibilities of shared jurisdiction and co-management.

Squamish & Lil'wat Nations have both jointly received Legacy Lands (formerly crown lands) from the Provincial government in Whistler as part of the 2010 Winter Olympics and are working together to develop and manage the Squamish Lil'wat Cultural Centre. Both Nations recently won a court case against the Whistler municipality and the Province of BC for being excluded from the Official Community Development plan from Whistler. They were wanting to develop the Legacy Lands in Whistler and were advised that the bed units are maxed for Whistler and no further development could be done. The court case allows Squamish and Lil'wat to move forward in development plans.

Kitsilano Agreement – This agreement contains information regarding the \$92.5 million paid as compensation for all of the remaining claims in the 1977 Omnibus Trust Action, including the Kitsilano and Bouillon Claims. The Squamish Nation has appointed four trustees to administer the funds from the Settlement Agreement. Before the Trustees can use, pay out or transfer any of the monies from the \$92.5 M settlement, a comprehensive process is developed, and a 'Comprehensive Plan' has been approved by membership in a referendum vote. Annual meetings with membership are strictly enforced.

The BC Rail Agreement – This agreement contains information about the Umbrella Agreement, which was signed between BC Rail, BCR Properties, British Columbia and the Squamish Nation in 2000. The agreement protected the Squamish estuary, provided the Nation with opportunities to acquire land, and confirmed provincial support for additions to reserve.

Tree Farm License Agreement – Acquired by Squamish Nation in 2005. Tree Farm License 38, which grants the Squamish Nation exclusive rights to harvest timber over an area of land totalling 218,000 hectares north of Squamish, in the Squamish, Elaho, Sims and Ashlu River drainages. We have identified sacred sites that will never be logged or touched and logs are donated for welcome figures, canoes, poles and other memorial or cultural purposes.

Capilano Master Plan – The 2004 Capilano Master Plan, which sets out Squamish Nation's land use opportunities for the Capilano Reserve. The Plan balances future land uses for Squamish members and economic development opportunities for the Nation. It was created by the membership, through family meetings/dinners to provide input into areas that they would like to see developed and kept for membership residential housing. This process was completed in the

late 1980's. Some of the leases on the port of North Vancouver (located under Lions Gate Bridge) are almost finished and the sewage treatment plant is being relocated (in collaboration with City of North Vancouver, District of North Vancouver and District of West Vancouver). These port lands were selected to develop retail and external housing. Further east, has been designated to house our longhouse, shaker church, elementary school with plans to expand to high school, our recreation centre (Chief Joe Mathias Centre) and a sports facility/arena.

Housing Policy – Was created to govern our on-reserve housing. When Squamish Nation leased the lands to Park Royal south (originally the Guinness family), we approved to build 16 houses per year from our own source revenues that we acquire annually from the lease. When members turn 19 years of age, they are able to submit their names on a housing waitlist. Priority is given to elders, families and single-parent families. There are now members that finance their own homes, which bring the numbers of homes annually being built to 20-30 per year.

Community Development Plan (external website) – In 2009, Squamish Nation Chiefs and Council adopted a Community Development Plan (CDP) and directed that the plan be shared with membership for feedback through a Family Dinner Meeting process. The vision for the CDP is:

“A Squamish Nation that is made of sustainable communities that are geographically dispersed but are unquestionably linked by our traditions, heritage and culture. We will embrace a balance of environmental protection and economic vitality on our lands. This approach to land use will provide a safe, secure and nurturing environment for us to live, study, work, play and enjoy a high quality of life now and for future generations of Squamish People.”
(Flowmarq Creative Inc, 2013)

2.1.8 Squamish Nation Intergovernmental Relations, Natural Resources & Revenue

As part of the protocol and process in engaging Squamish Nation, all parties must first meet and discuss projects with Intergovernmental Relations, Natural Resources & Revenue (IRNR&R) to develop the relationship between each other. The Executive Operating Officer for these departments is Chief Gibby Jacob. Chief Bill Williams and Chief Ian Campbell also work with Intergovernmental Relations, Natural Resources & Revenue department. Taicheng has already started the process with Peter Cheng hosting dinner gatherings with the three Chiefs from Intergovernmental Relations for the past two years. The next steps will be to develop a protocol agreement between Squamish Nation and Taicheng Development Corporation.

The mandate for Intergovernmental department is: the department of Intergovernmental Relations, Natural Resources & Revenue works on behalf of the Squamish membership receiving our mandate from Chiefs & Council. The department is the first point of contact for all outside governments in regard to intergovernmental affairs. Interactions include: negotiations, legislation, relationship building, agreements, accommodation, rights & title, policy & consultation. The department also develops the necessary paths for the generation of revenue to support the Nation programs and services. This includes forestry, leasing, permits and accommodation agreements.

The Nation ensures that natural resources both renewable and non-renewable are sustained and protected. This done through our Land Use Plan, conservation areas, TFL 38, Xay Temixw and the Wild Spirit Places. (Squamish Nation Intergovernmental Relations, 2014)

The activities of the department include:

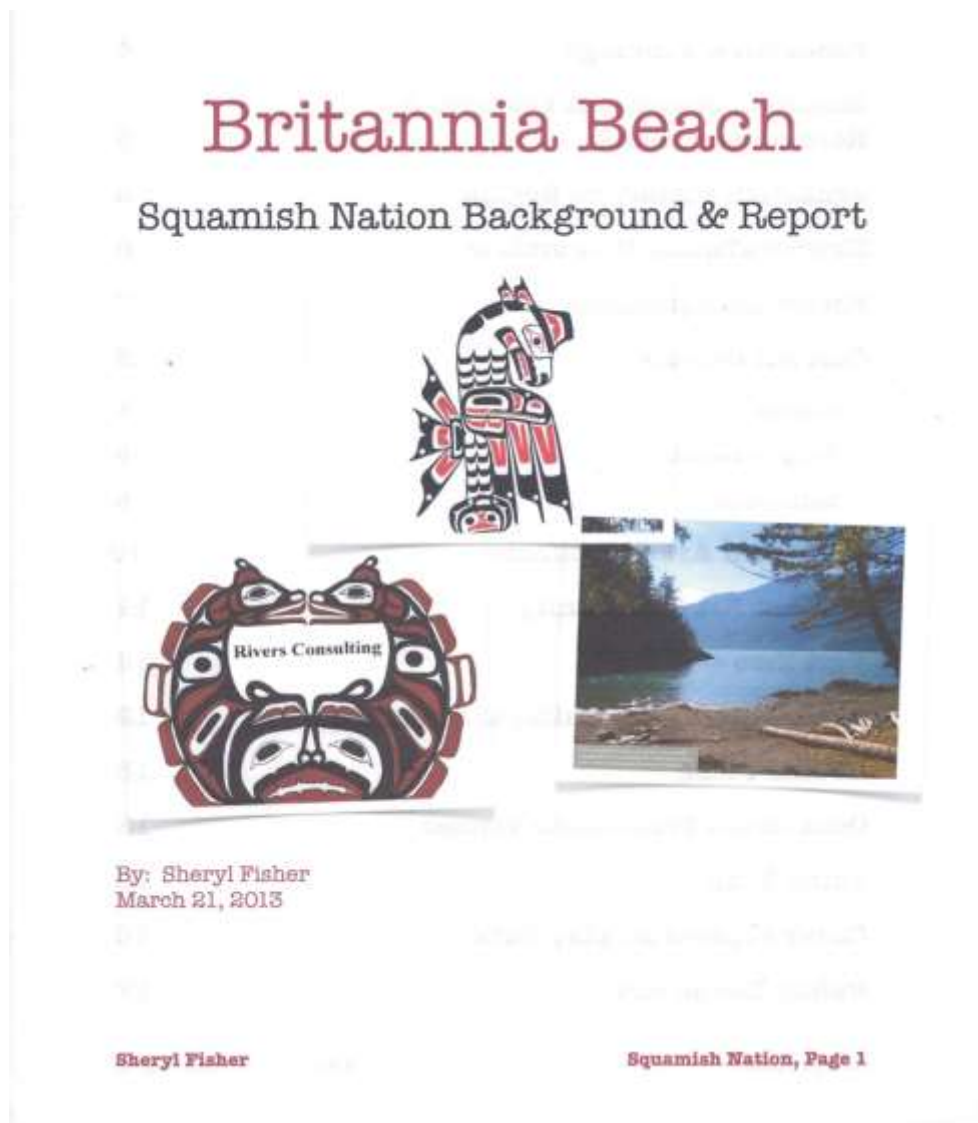
- ❖ The first point of contact for all outside governments in regard to intergovernmental affairs, natural resources and revenue generation.
- ❖ Engage with the federal government and provincial government (Crown) in consultation processes to assess and make decisions on applications for Crown land and water tenures that may impact on the Nation's aboriginal rights and title interests.
- ❖ Negotiate accommodation agreements, impacts & benefit agreements and government-to-government agreements.
- ❖ Develop land and resource management plans and marine use management plans throughout our Territory.
- ❖ Develop stewardship policies regarding the protection and enhancement of our aboriginal rights and title.
- ❖ Create opportunities for own-source revenue generation to support the Nations programs and services
- ❖ Issue archaeological permits.

Engagement steps are four fold; the first is contact, second is initiation, third is consultation and the fourth and final one is accommodation.

2.1.9 Traditional Uses of South Britannia Site

Rivers Consulting Solutions (my company) was contracted by Taicheng in October 2012 to complete Phase 1 of my work. The initial phase was to research Squamish Nation's traditional and historical use of the South Britannia site. After completing interviews and researching materials, I provided a 19 page Background & Report on March 21st, 2013. The following sections 2.1.10 and 2.1.11 and 2.1.12 are my findings from my report, with a few updated comments.

Image 2 Rivers Consulting Solutions Report Cover (Source: Sheryl Fisher)



2.1.10 Research & Findings

In interviewing Squamish Nation elders, with honorarium handshakes provided by Taicheng, in keeping with protocol. The elders mentioned the common history known as Shishayu7ay, a place of ghosts or ‘place of screech owls’ as stated by late historian Andy Natrall. It is also a ‘place of steelhead’ as stated by August Jack. There is also a place name that is south of Britannia Beach (Makin Bowl site included) that is called “Swakwl’ which refers to the common loon in Squamish language. August Jack stated that the name was applied to a large boulder that was as large as a house, near the water’s edge, 400 yards south of the mill. A current interview with Chiefs and historians also mentioned that it was a place of clay that the weavers would travel to prepare their wool for weaving. It was a transitional place where the Squamish people would stop and stay over while travelling by ocean going canoe. Woven cedar bark mats were permanently placed in there for resting. Squamish archaeologists that studied the site stated that there were no significant findings and that artifacts were broken because of the development and flow of our people that moved through there.

2.1.11 Record of Significant Features & Recommendations

- ❖ Bless the land first and foremost. Could collaborate on traditional Squamish blessing and traditional Chinese blessing to create a custom ceremony in moving forward.
- ❖ The legend of the large boulder located on site, south of the Britannia Mine could be part of the attraction at the fishing village location. The rocks from the mountain provide great pits and can be utilized for various creations and integrations in art.
- ❖ The natural clay that was known by the traditional wool weavers to go prepare their wool and pray for ceremonial blankets, regalia and artifacts. Clay art and workshop space could be developed for enhancing the First Nations pottery artists and live demonstrations could be on site. Bricks can be incorporated into the construction of the buildings and homes. Wool weavings can be placed in various facilities and venues.
- ❖ The screeching owls were significant winged owls, believed to have connections and messages from the spirit world. Shayu (the shorter name) in Squamish means ghost or ancestor. Owls in the Village, similar to Eagles & Whales in the City (Vancouver) concept where individual artists create their own design of screeching owl. This could be done as live demonstrations and integrated throughout the village and sculpture park.

- ❖ The beautiful low-level beach landing that was utilized conveniently by the sea-going canoes to land and camp while in transit to our various villages. And was used as a transitional camp during the gold rush days and when the copper was located. This could be featured in the hotel concept of passing through and enjoying the pristine location and unique cultural experience.
- ❖ Ocean going or race canoes can be carved for live demonstrations, with gatherings and cultural performances celebrated. Perhaps a 'clubhouse' to shelter and house the canoes.
- ❖ Artifacts, maps and old significant documents could also be safely housed in the museum. Traditional children's games and activities can also be incorporated.
- ❖ Welcome figures are part of our history and art. They were primarily placed in entrances or along the waterfront for spiritual reasons. Live demonstrations can be done with the artists on site.

Figure 6 Squamish Nation Art Rivers Consulting Solutions Report (Source: Sheryl Fisher)



2.1.12 Opportunities for Cultural Integration

Events Plaza – Providing an assembly space for ceramics and weavings with kilns and looms provided for artists to utilize. An outdoor shed and carving room could provide large enough space for artist demonstrations of canoes, welcome figures, Owls in the Village and other creations. Perhaps artists in residence spaces to allow for collaborations with other Aboriginals, Chinese artists, or even other countries and sharing cultures.

Cultural Bridge - Building upon the cultural bridge that was recently revealed in the entrance of Squamish, BC by artist Xwalacktun (Rick Harry) and Ministry of Transportation & Highways. A similar or more unique cultural bridge could be developed across the train tracks in Britannia, allowing a personal journey through and accessing the waterfront and spirit trail.

Spirit Trail – Similar to the Spirit Trail on the Squamish Mission Indian Reserve #1, the Britannia spirit trail could be enhanced through telling stories and educating at the same time. Having various artist mediums throughout and having local plans used for medicines featured along the spirit trail journey

Cedar Welcome Figures Displayed – Coast Salish style cedar carved welcome figures could feature various artists and depict legends. They were protectors and would welcome visitors to our place or villages. They can weather through time and continue to tell the story for generations.

Public Realm Art – Traditional and contemporary art can be created by various mediums such as wood, glass, metal, wool, cedar bark and clay. Also created in various sizes and shapes, large and small. Artists have worked well with engineers to ensure safety of larger installations is properly placed. Manhole coverings or bench decorations can be created by bronze or copper, incorporating our spindle whorl designs and legends. The decorated ‘Owls in the Village’ can be designed by individual artists, including Chinese or other ethnic artists and displayed, creating a very distinct and unique visual and enhancing the beauty of the spaces.

Cultural Journey – Enhancing the cultural journey experience from the Province of British Columbia and Squamish Nation. This collaboration on the Sea-to-Sky highway from Horseshoe Bay to Whistler. Ending at the Squamish Lil’wat Cultural Centre. Kiosks were individually situated at various points of interest, providing different history and information of the Squamish peoples at each one. Place names in Squamish language are featured on the main highway signs, alongside the English place names. Paddle kilometre markers are also featured along the way. The Britannia point of interest can be built upon to draw the tourists, with the Shishayu7ay sign and kiosk. (Fisher, 2013)

3: Current Governance Requirements and Process

3.1 The Squamish Lillooet Regional District

Regional districts have many roles when it comes to providing local government services. Understanding these roles is key to effective relationships. Britannia Beach is a rural unincorporated community within Electoral D of the Squamish-Lillooet Regional District (SLRD).

Figure 7 SLRD Map (Source: slrd.bc.ca website)



3.1.1 What is the Squamish-Lillooet Regional District?

Headquartered in Pemberton, which is the approximate geographic centre of the region. The Squamish-Lillooet-Regional District (SLRD) delivers a range of local, sub regional and regional services to approximately 38,000 residents living four member municipalities (Lillooet, Pemberton, Whistler and Squamish) and four unincorporated electoral areas (A, B, C and D). The SLRD is found within the traditional territories of both the Squamish and St’at’imc Nations and is also home to several First Nations communities (District S. L., N/D).

As a regional district, the SLRD has three basic roles:

1. Regional Services – Regional districts provide regional governance and services for the region as a whole and a forum for regional decision-making
2. Sub-regional Services – Regional districts provide a political and administrative framework for sub-regional or inter-municipal service partnerships through the creation of ‘benefiting areas’ (e.g. Fire protection, large recreation centre, parks/trail networks).
3. Local Services – Regional districts are, in the absence of municipalities, the ‘local’ government for rural areas. At the very least, this means that a regional district provides community planning and land use regulation in rural areas (this includes Britannia Beach). In addition, the SLRD provides the following services: building regulation and inspection, nuisance regulation, street lighting, civic addressing, emergency planning and management, fire protection, 9-1-1 service, parks and trails, waste management and water and sewer systems.

3.1.2 What Does the SLRD Planning & Development Do?

The SLRD Planning & Development Department is responsible for;

1. Planning & Development Services.
2. Building & Inspection.
3. Bylaw Enforcement and
4. Mapping.

The principal functions of the SLRD Planning & Development Services Department are to:

- ❖ Prepare and administer the SLRD land use bylaws and policies.
- ❖ Prepare reports with respect to land use for consideration by the SLRD Board.
- ❖ Facilitate participation in the land use process.
- ❖ Answer land use inquiries and process applications related to the use and development of land.
- ❖ Act as a resource to the SLRD Board and the public on planning and development matters.
- ❖ Administer the Building Bylaw in the issuance of building permits.
- ❖ Assign civic addresses to all homes and businesses in the four electoral areas and,
- ❖ Prepare, maintain and address enforcement issues related to regulatory bylaws.

Access to view information can be done through the SLRD Web Map. The Web Map is linked to databases that store information about land and other features in the SLRD, including property (parcel) information such as ownership, legal descriptions, PID and folio data, as well as, zoning, Official Community Plan, Agricultural Land Reserve and other geographic information. Use the GIS to view and analyse information about a particular piece of land or features on the landscape (District S. L., N/D).

3.1.3 What Bylaws Apply in Britannia Beach and How Are They Enforced?

Zoning and Regulatory Bylaws – A number of zoning and regulatory bylaws apply in Britannia Beach. Although such bylaws give jurisdiction for SLRD enforcement, a written complaint must be registered for the SLRD to take action.

Table 1 SLRD Regulations

The SLRD DOES Regulate	The SLRD DOES NOT Regulate
Unsightly premises (Bylaw No. 955-2005)	Animal Control (unleashed dogs, dog bites, etc. This is an RCMP issue)
Noise (Bylaw No. 1234-2011)	Trespassing (this is an RCMP issue)
Special Event Permits (Bylaw No. 1247-2012)	Subdivision (this is a Ministry of Transportation & Infrastructure issue)

Signs (Bylaw No. 681.1998)	Britannia Beach Building Scheme (and other private building schemes to which the SLRD is not a signatory)
Fire Protection Services (Bylaw No. 1110.2008)	
Firearms (shooting) (Bylaw No. 1352-2013)	Roads (maintenance of pot-holes, etc.)
Subdivision Servicing (Bylaw No.741.2002)	Landscaping Maintenance (Within the Ministry of Transportation & Infrastructure road right-of-way)
Land Clearing/Burning Debris (Bylaw No. 1352-2014)	Parked Cars (Within Ministry of Transportation & Infrastructure right-of-way)
Zoning (Bylaw No. 540.1994)	Business Licenses
Building (Bylaw No. 863.2003)	
Development Approval (Bylaw No. 1301-2014)	
Civic Addressing (Bylaw No. 1124-2009)	

Bylaw Enforcement: SLRD and Community both have a role to play – SLRD Bylaws are in place to develop and maintain a safe and liveable environment for all residents of the SLRD, with the goal to achieve compliance through education and provision of information. As the SLRD has no dedicated bylaw enforcement officer, the SLRD relies primarily on citizen complaints as a means of enforcing bylaws (District S. L., N/D).

3.1.4 What Plans and Development Permit Areas Apply in Britannia Beach?

Plans – guiding growth and development. An Official Community Plan (OCP) takes into account the long-term vision and goals of the community that it is created for, and is intended to provide a framework to guide future land use decisions and growth. AN OCP is developed with the input of the SLRD Board. SLRD staff and community members, and sets out the location, type and density of land use, including residential commercial, industrial and other uses.

Development Permit Areas – Specifying how development is to occur. Within and OCP, certain lands are designated as Development Permit (DP) Areas and require special regulation of development to respond to any one or a combination of SLRD objectives;

- ❖ Control of the form and character of development.
- ❖ Protection from hazardous conditions (e.g. Wildfires)
- ❖ Protection of the natural environment (e.g. Riparian areas, energy conservation, greenhouse gas reduction, water conservation and land alterations).

Land clearing, grubbing, tree cutting, vegetation removal and alterations are just a few activities that require a DP. When such a designation exists, a DP must be obtained before a building permit or subdivision can be supported (District S. L., N/D).

3.2 Squamish Lillooet Regional District – Electoral Area D, Official Community Plan (Bylaw No. 1135-2013)

Adopted on the 28th day of October 2013, the Squamish Lillooet Regional District Bylaw No. 1135-2013 is for Electoral Area D (Britannia Beach) as the Official Community Plan (OCP).

3.2.1 Purpose and Required Content

The SLRD Electoral Area D Official Community Plan (OCP) is established under the authority of the Province of British Columbia’s Local Government Act. This OCP replaces the previous Area D OCP that was adopted in September 1994.

The purpose of an OCP is to address long-range land use planning issues. It contains objectives and policies to guide the local government’s decisions related to land use and development within the plan area.

The Local Government Act requires that an OCP contain the following (District S. L., 2013):

- Location, amount, type and density of residential development required meeting the anticipated housing needs for at least the next 5 years.
- Location, amount and type of present and proposed commercial, industrial, institutional, agricultural, recreation and public utility land uses.
- The approximate location and area of sand and gravel deposits that are suitable for future sand and gravel extraction.
- Restrictions on the use of land that is subject to hazardous conditions or that is environmentally sensitive to development.

- The approximate location and phasing of any major road, sewer and water systems.
- The approximate location and type of present and proposed public facilities, including schools, parks and waste treatment and disposal sites.
- Policies respecting affordable housing, rental housing and special needs housing.
- Policies with respect to targets for the reduction of greenhouse gas emissions in the plan area, and policies and actions of the local government proposed with respect to achieving those targets.

3.2.2 Scope/Plan Area

The OCP applies to all lands within Electoral Area D of the SLRD, as shown on the figure 3.1 map above. (District S. L., 2013)

3.2.3 Regional Growth Strategy

The SLRD Regional Growth Strategy (RGS), adopted in June 2010, is intended to provide a broad policy framework describing the common direction that the Board and member municipalities will follow in promoting development and services, which are sustainable, and recognizing a long-term responsibility for the quality of life for future generations. A sustainable future is one that provides for balanced economic, social and environmental well-being and that acknowledges the duty to use land and resources in a way that does not diminish their natural capacities and intrinsic values.

After a board has adopted a RGS, the Local Government Act requires that all bylaws adopted by the board and all services undertaken by a board must be consistent with the RGS.

This plan was developed in light of the RGS, and the objectives and policies contained within it are consistent with those of the RGS (District S. L., 2013).

The 9 goals of the RGS are as follows;

Goal 1: Focus Development into Compact, Complete, and Sustainable Communities;

Goal 2: Improve Transportation Linkages and Options;

Goal 3: Support a Range of Affordable Housing;

Goal 4: Achieve a Sustainable Economy;

Goal 5: Protect Natural Ecosystem Functioning;

Goal 6: Encourage the Sustainable Use of Parks and Natural Areas;

Goal 7: Create Healthy and Safe Communities;

Goal 8: Enhance Relations with Aboriginal Communities; and

Goal 9: Improve Collaboration among Jurisdictions.

The majority of residents of Electoral Area D are located in the Howe Sound East area (Britannia Beach and Furry Creek), which fits with the proposed Taicheng development and why more retail opportunities will benefit the region.

3.2.4 Sustainability and Resilience

Ecological Sustainability – Much of the land within the plan area is Crown land and is governed by the Sea-to-Sky Land and Resource Management Plan (LRMP) approved by the Ministry of Agriculture in April 2008. The LRMP provides direction for future planning and management of natural resources, and a framework to resolve land use issues. The LRMP, in addition to other data provided by the provincial government and the Squamish and Lil'wat Nations, is used to inform the SLRD's response to development and resource use proposals.

Electoral Area D provides important habitat for a diversity of wildlife, including a number of species that are considered rare at the provincial level (e.g., spotted owl) and/or at the limits of their range (e.g., moose and grizzly bear). The Province requires that local governments protect fish and fish habitat from disturbance arising from residential, commercial and industrial development by implementing the Riparian Area Regulation (RAR). RAR, enacted under Section 12 of the Fish Protection Act in July 2004, applies to lands within 30m of all water bodies within Electoral Area D, as described in the Development Permit Guidelines in Section 7.0

Climate Change and Greenhouse Gas Reduction – In response to climate change projections and the predicted impacts, as of 2008 the Local Government Act requires that official community plans include targets for the reduction of greenhouse gas emissions (GHG) in the plan area, and policies and actions proposed for achieving those targets. A wide variety of greenhouse gas reduction targets are already in place in Canada, addressing federal, provincial, municipal and corporate mandates. The SLRD is a signatory to the Provincial Climate Action Charter. As such it has committed to:

1. Become carbon neutral in its own operations;
2. Measure and report on its community GHG profile; and

3. Create complete, compact, more energy efficient communities.

Based on general information from the updated 2007 Community Energy & Emissions Inventory (CEEI), the most significant contributors to greenhouse gas emissions in Electoral Area D are (District S. L., 2013):

- ❖ On road transportation;
- ❖ Buildings – heated by a range of sources including fossil fuels and electricity;
- ❖ Solid & liquid waste – disposal of wastes rather than reuse and/or recovery; and
- ❖ Deforestation – primarily from settlement.

Despite the deficit of detailed information on the area-specific sources of greenhouse gas emissions, general climate change information can still be used to inform and initial emissions reductions strategy, including policies on buildings, land use patterns, local government operations, power supply, and waste recovery and reduction. Recent research on air pollution and climate change has focused on three key aspects: public health, visual air quality and climate change. There are opportunities to reduce emissions of fine particulate matter from such sources as diesel and wood smoke, that result in black carbon, as well as, reducing emissions of nitrogen oxides and volatile organic compounds that are precursors to ground level ozone (District S. L., 2013).

Natural Hazards – Within Electoral Area D include geotechnical hazards such as rock fall and landslides, floods, wildfires, adverse weather and avalanches.

There is flood hazard associated with many creeks and rivers throughout the plan area including the Squamish River, Cheakamus River, Brandywine Creek and Furry Creek. General floodplain mapping is available from the Ministry of Environment (Water Stewardship Division) for some rivers in Electoral Area D. However, for acquiring building permits, a site specific geotechnical study to determine actual flood construction levels may be required.

It is important to establish policy for land use that either avoids development in areas with identified natural hazards, or mitigates against the potential damage that may result from development in those areas.

The SLRD has adopted a Floodplain Management Policy, which describes the requirements for any proposed development within a floodplain. The policy requires a report prepared by a qualified professional engineer, which states that the land may be used safely for the use intended.

Transportation – The transportation network in Area D consists of:

- ❖ Highway 99, Squamish Valley Road, Paradise Valley Road, Garibaldi Park Road and a number of lesser roads serving local needs.
- ❖ The BC Rail line that runs roughly parallel to Highway 99 and connects to Vancouver in the South and Whistler, Pemberton and ultimately Lillooet and points beyond in the north.
- ❖ Greyhound bus service between Squamish and Whistler, and connecting to Vancouver in the south and Pemberton in the north.
- ❖ The Sea-to-Sky Trail, as well as, many other formal and informal recreational trails.
- ❖ The waters of Howe Sound also provide marine transportations.

The Ministry of Transportation and Infrastructure made major upgrades to the Sea-to-Sky Highway (99) prior to the Olympics in Whistler. As part of the upgrades, sections were re-routed, sections were widened, and improvements were made to several interchanges.

Section 877(3) of the Local Government Act states that an official community plan must include targets for the reduction of greenhouse gas emissions in the area covered by the plan and policies and actions of the local government proposed with respect to achieving those targets. The strategy for reducing the greenhouse gas emissions within Electoral Area D is in part based on creating an effective public transportation system. (District S. L., 2013)

Services and Infrastructure (Community Services) – Community Services in the plan area for Britannia include:

- ❖ Britannia Beach Water
- ❖ Britannia Beach Sewage Collection and Treatment
- ❖ Britannia Beach Refuse Disposal
- ❖ Britannia Beach Street Lighting
- ❖ Britannia Beach Fire Hall
- ❖ Britannia Beach Parks and Trails.

Water and Sewer – Britannia Beach Water has the capacity for roughly 372 units. That capacity includes 49 connections in the town site and 12 connections at the museum. There are 200 connections outside of the town site, fire hall, and museum (collectively referred to as

Britannia North). That leaves approximately 111 connections that could be established under the current capacity.

The Britannia Beach sewer plans indicate a capacity of roughly 1400 units, however at this time the built facilities treat roughly 400 units. In anticipation of the full build out, some of the underground infrastructure has been oversized and some of the lands referred to as Britannia South, the remaining sewer capacity will be assessed and evaluated against the plans to ensure that adequate services can be provided to match the development. (District S. L., 2013)

Schools – There are currently no schools within the plan area. In order to ensure that future needs can be satisfied, the OCP may be amended to direct that the implementing bylaws allow schools as a permitted use in all zones.

Solid Waste Management – The SLRD provides Solid Waste Management services that are guided by the Solid Waste Management Plan. Garbage and recycling is done by curbside pick up in Furry Creek and Britannia Beach, and there is a transfer station at Furry Creek. Solid waste goes to the landfill in Squamish, however, it is likely that the landfill will close within the next 5-10 years. Alternative solutions to solid waste disposal should be considered, including minimizing the value of waste going to the landfill, and also seeking alternative sites for landfill needs. There are currently no composting facilities, however the SLRD is providing yard waste collection bins in some communities, and it is likely that composting services and facilities will expand in the future. (District S. L., 2013)

3.2.5 Sustainability In Land Use

Land use policies and regulations are some of the most effective tools available to local governments for influencing healthy development. Effective land use planning requires sufficient coordination at multiple scales in order to create the conditions necessary for the emergence of thriving and harmonious communities, rural areas and wildlands. To avoid the high costs of sprawl more compact settlement patterns are essential. Through holistic land use planning, the SLRD can help ensure that people can continue to live and work in the same community, and that natural resources are protected for future generations. (District S. L., 2013)

Resource Industrial Activity – Resource extraction and associated industrial activities are prevalent throughout the plan area, including gravel extraction, active mineral claims, forestry, and power generation. Most of these activities are regulated by Provincial and Federal Acts that supersede the authority of the Board. These activities occur primarily on lands

designated Resource Management, and policies with respect to uses are further elaborated in the Resource Management Land Use Designation. (District S. L., 2013)

Industrial Development – There are very few industrial uses, beyond resource industrial, occurring in the plan area. There is a small industrial zone at Furry Creek that was established to accommodate an Independent Power Project, however, as a result of changes at the Provincial level, Independent Power Project no longer require Local Government zoning. The Regional District regulates the use of temporary facilities associated with IPP's such as lay down areas, concrete batch plants, worker camps, etc. Through Temporary Use Permits. (District S. L., 2013)

Commercial Development – The District of Squamish and Resort Municipality of Whistler are the primary commercial centres servicing Electoral Area D residents. Within Britannia Beach, Porteau Cove and Furry Creek, there are several lands designated for commercial uses. These designations include tourist commercial and tourist accommodation, as well as, commercial and community commercial uses and should be further elaborated in the policies of the Howe Sound East Sub Area Plan.

Within the rural areas and smaller communities in Area D commercial activities include home-based businesses, tourism businesses, and resource-based industries. Policies with respect to these uses are elaborated in the Residential, Resource Management and Agriculture designations. (District S. L., 2013)

Affordable Housing – It is recognized that a diversity of housing forms and options contributes to a diverse and vibrant community. In many cases, higher density developments that are suited to incorporate affordable housing, as a component of the development are directed towards urban areas due to the availability of services such as sewer, water and public transportation. In those cases where high-density developments are being considered in the plan area, steps should be taken to ensure that a diversity of housing is offered, including a variety of housing types, sizes and tenures.

In addition, in rural areas, steps can be taken to move towards offering a diversity of housing, such as permitting secondary suites, allowing caretaker's units in commercial and industrial zones, and permitting home-based businesses

Affordable housing policies will be further defined in areas with higher density development such as Howe Sound East where there is community water and sewer servicing and more compact and mixed-use communities. (District S. L., 2013)

4: Options For Improving Development of the Sustainable Village

4.1 Fits with the SLRD Area D OCP Plans

4.1.1 Based on the South Britannia Beach Master Plan

In response to each of the OCP policies that apply to South Britannia Beach. For the purposes of the analysis, the policies have been summarized and the responses outline how the proposed South Britannia Beach development will respond to each policy directive. (District S. L., 2013) It is easiest to explain through a table like the Master Plan.

Table 2 Developmental Responses to OCP Objectives and Requirements

Policy Directive	Response and Development Program Requirements
Transportation – Highway and Local Access Street Network	
Consider the realignment of Highway 99 around Britannia Beach	The Plan includes provision for a high level highway bypass
Support 2 lanes through Britannia North	<p>There is s principal access into South Britannia Beach at the existing access point; bike/pedestrian path beside the highway connecting North & South Britannia Beach and one potential pedestrian overhead bridge connection to Minaty Bay Regional Park.</p> <p>The internal tunnel access into the north bowl area (former gravel pit) and the south bowl area (known as Minaty Bay) under Highway 99 will be retained and improved. The planned internal roadway network will build on this assumption</p>
Encourage and support internal community roads	The internal street network is one of an interconnected street system for easy access and pedestrian orientation

Encourage transportation demand management such as park and ride/car pool lot	The Plan includes the provision for ride-share, van-pool, shuttle and bus services either as commercial or community driven
Support commuter rail, ferry and bus services such as space for train stations, ferry terminals and bus stations	The Plan includes a transit hub in the village area and associated drop-off areas with some potential commuter parking
Encourage bicycle paths and trails	The Plan includes bike paths and a pedestrian trail network associated with road routes and along greenways, connecting to the existing Britannia Beach community, waterfront and upper slopes
Infrastructure	
Water and sewer systems must comply with provincial regulations and those of the Coast Garibaldi health Services Society	The proposed water and wastewater systems are conventional and incorporate best management practices to reduce water consumption and therefore environmental impacts. The systems will meet current regulations
Adhere to best management sewer treatment odour control	The sewer odour control will be part of the upgrading requirements of the existing system
Adhere to best practices for rainwater design	South Britannia Beach will use ‘natural’ rain water best management practices using infiltration, natural surface flow, and temporary retention on surface including techniques such as ‘rain gardens’ along streets where appropriate
Environmentally Sensitive Areas	
Streamside protection in accordance with regulations	The Plan largely retains the current stream alignments of the larger Daisy and Thistle Creeks in order to protect the riparian zones that have naturally begun healing after disturbance by the gravel operations. Gravel Creek will be realigned to its probable original location and connected to the shared outlet with Thistle Creek through a reconstructed wetland/pond system. Minaty Creek (furthest south) will be realigned in order to respond to the extensive regarding of the Minaty Bay development area that is required to make the site

	useable
Require environmental assessments prior to subdivision	<p>The two larger creeks (Daisy & Thistle) have been provided with 25 metre (82 feet) riparian setbacks. The two smaller creeks (Gravel & Minaty) have been provided with 15 metre (49 feet) riparian setbacks. These exceed the minimum requirements of the environmental assessment.</p> <p>These streams are included as part of the trail and parks network as well as a natural storm water management system.</p> <p>The riparian areas that were disturbed in the past and remain barren will be restored. The riparian areas that will be disturbed by construction will also be restored.</p> <p>The streams are all ephemeral thus their ability to support salmon spawning/rearing is compromised.</p> <p>Trees and associated vegetation will be retained in environmentally sensitive areas.</p> <p>One or two large detention ponds will be included in coordination with the wetland management strategy on site</p>
Heritage Resources	
Support the establishment of a Maritime Heritage Society at Britannia Beach	The project is considering a contribution toward upgrading of the existing small community boat marina for the benefit of the existing and future Britannia Beach residents
Natural Hazards	
Require detailed geotechnical studies in the areas identified and steep slopes and hazard areas	Geotechnical studies have indicated no slope related hazards. Nevertheless, the steep residual slopes of both the north and south gravel pits will be regarded and vegetated to reduce erosion potential and fall hazard as well as to make the sloped areas suitable

	for development
Include flood mitigation measures for Thistle and Daisy Creeks	Detailed flood studies will be carried out during the design phase and any flood risk will be mitigated by raising adjacent lands, building low dykes at the riparian boundary or incising of relocated creek beds
Environmental Contamination	
Include remediation of acid rock drainage	Contamination remediation studies and measures are underway. Contaminated rock will be covered, removed, or reused and capped. All work will conform to applicable regulations
Residential	
Residential to generally follow OCP locations	Residential areas generally follow OCP locations
Range of housing to include single-family residential at 15 uph (6 upa) and mixed residential at 15 to 40 uph (6 to 16 upa) plus live/work units; Apartments maximum 6 stories	A variety of different housing forms include single-family and multiple-family housing using the flex-block approach. The property will have single-family areas ranging from 20-40 units per hectare (uph)(8-16 upa), mixed residential (MR) areas range from 40-70 uph (16-28 upa), with three apartment sites ranging up to 150 uph (60 upa) with a maximum height limit of four to six stories. These densities will require an amendment to the OCP. This is based on net density calculations
Allocation of 850 to 1,000 housing units for South Britannia Beach	The Plan will not exceed the 1,000 housing units
Promote energy conservation in building design	Local materials, passive solar orientation, passive energy design, site fit and compact footprints will be included in the residential unit/cluster designs and architectural expression (between west coast mountains and ocean)
Conserve existing trees and plant new trees to provide neighbourhood character and reduce visual	The development will retain trees and vegetation to the degree possible within the active development boundaries. The areas disturbed by construction will be extensively replanted with predominantly

impacts	native trees and vegetation to re-establish a natural setting, attenuate precipitation run-off and provide habitat pockets and wildlife movement corridors. It is noted that the site is currently highly disturbed and that development will benefit much of the site when compared to the current condition
Complete an infrastructure servicing plan	<p>An infrastructure servicing and phasing plan has been developed that conforms to regulations and engineering standards that can be built and maintained using conventional and familiar methods.</p> <p>Phasing will be north to south (former gravel pit to Minaty Bay) to follow the progression of water and sewer servicing. The lower lands will be developed first, with upper sloped lands developed later in the phasing. This approach is also based on convenient access and visibility of the first phase from Highway 99. However, a recreation, open space and trail system will accompany Phase 1 to connect the existing and new community to the Minaty Bay waterfront, the adjacent trail networks and associated amenities</p>
Parks & Open Spaces (Community Meeting/Gathering Open Space & Trail Network)	
Provide at least 3.5 to 4 hectares (8.5 to 10 acres)	12.48% or 9.04 hectares (22.33 acres) of the site are provided as parks and open space including the Minaty Bay Regional Park and the community park adjoining the community resource and learning centre
Locate community park adjacent to elementary school in South Britannia Beach	An active use community park/sports field is located with the proposed learning centre and associated community facilities (known together as the Community Resource and Learning Centre)
Develop a waterfront park in Minaty Bay with the minimum size of 4.9 hectares (12 acres)	The Minaty Bay Regional Park area on the south shoreline of the site will be a regional park. The central park near the community hub at the north end of the site will be connected to the regional park via a comprehensive trail network also connecting to smaller sub-neighbourhood parks
Develop a shoreline trail/pathway to connect along	The Britannia Beach community will be connected

the Howe Sound shoreline	by a waterfront trail extending from Minaty Bay to the community marina site opposite Copper Drive. The portion of the trail located in the Minaty Bay Regional Park and at the mouth of Daisy Creek will be upgraded in the first phase of development. The remaining trail development will be deferred to later phases and subject to resolution of the following issues: securing Crown Land Leases or License of Occupation over Crown Lands, willingness of the SLRD to assume ownership and maintenance of the combined trail and boardwalks, environmental approvals for foreshore construction and piling, permission from CN Rail for construction adjacent to and within the rail setback for portions of the trail, clean-up of contaminated soils by the Province on the Crown Lands to be occupied by the trails and construction of the pedestrian crossings over Highway 99
Provide natural areas in the locations not intended for future development	A regional trail network will be enhanced by using the existing forestry roads off site in the upper lands, connecting to the waterfront and North Britannia Beach
Link to the Sea-to-Sky Trail	There will be a link to the Sea-to-Sky Trail at the south end of Britannia Beach and Minaty Bay Regional Park will support the marine portion of the Sea-to-Sky Trail
Institutional and Community	
Provide an elementary school and potentially a second school if the proposed population warrants it	The maximum 1,000 housing units will support at most a small learning centre and will possibly be limited to K-3 with integrated private daycare facilities. Secondary students and older primary students will be bussed to schools in Squamish
Provide a site within the school park site area for a public indoor recreational facility	The community resource and learning centre adjacent to the community park will allow for community uses during non-school hours and located within a 20 minute walk from every residence
Work with government agencies to determine future needs for a police office and ambulance station	A public safety facility will be located near the main community entrance to provide access for the entire

	Britannia Beach community
Commercial	
Support the on-going operations of the BC Museum of Mining	The Master Plan supports the BC Museum of Mining
Siting of commercial buildings should not fully block views from the highway and residential areas	The commercial buildings will be sited near the steep rock formation so not to obstruct views from the highway and residential areas
Provide non-polluting recreational marine commercial services such as a marina and mooring facilities, canoe and kayak rentals and a windsurfing shop	A potential small boathouse could be built in the Minaty Bay area. The boathouse would be modelled after a Coast Salish longhouse with a welcoming figure (public art), which could greet touring kayakers to wilderness style camping sites. The North Vancouver Deep Cove kayaking centre is a model
Support up to 1,500 m ² (16,000 ft ²) of community commercial space located at or near a major road away from Highway 99 with convenient pedestrian access	Local commercial uses will be provided within a footprint of 1,393 square meters (15,000 square feet) in the north end of the property near highway 99 with convenient pedestrian access.
Ensure the provision of adequate off-street parking for commercial uses	Significant off-street parking is not anticipated, as there will be no large retailers. Street parking will be emphasized. The Miner's Market and the learning and community resource centre will incorporate sufficient parking spaces
Support tourist accommodation to a maximum size of 100 bedrooms	The development concept will recognize the existing North Britannia Beach commercial area (Tourist Commercial) as the commercial hub of the overall community. The South Britannia Beach hub will introduce commercial uses in the community that compliment these uses and cater to local needs as the neighbourhood expands. The commercial floor space will initially be limited to 1,393 square metres (15,000 square feet) in phase 2. In the long term and in correspondence with the economic analysis, 2,790 to 3,250 square metres (30,000 to 35,000 square feet) plus a possible 465 square metres (5,000 square feet) for a destination restaurant could be justified. A hotel of up to 100 rooms may be built in phase 5 of the project,

	possibly located on the lands at Minaty Bay
Flood Management (Climate Change)	
Temporary tourist commercial uses and other uses not used for accommodation can be used in that area	The lower elevation development areas are below the marine flood construction level (FCL) resulting from a combination of high tide, wind surge, wave run-up and climate change. Flood risk will be mitigated by the dyking of the property fronting on Highway 99 and raised main entrance intersection with minor land raising within the property. Refer to the KWL engineering report for a more detailed description

4.2 Fits with the Squamish Nation Values

4.2.1 Since Time Immemorial

The traditional territory comprises 6,732 square kilometres and ranges from the western boundary of Stelkaya (Robert’s Creek, on the Sunshine Coast), north along the height of the land to Teltiwet Shewalh (Western Door, Racoon Pass, Upper Elaho headwaters) including all waters draining into Howe Sound, then south east to Titemtsn (Port Moody), and then south to Elksen (Point Grey, Vancouver).

From the mountain ranges through the watershed to the ocean, Squamish Nation has lived and prospered. The knowledge and teaching of our lands recount many chapters of change and transformation. (Squamish Nation Intergovernmental Relations, 2014)

Through oral traditions, many teaching of protecting our land, water and air has been passed down from generation to generation. Many legends and stories have been shared with moral lessons, especially for our children. Instilling strong values to respect the land and all of life from a young age that will be natural and habits into adulthood. Than the elders share their histories, stories and wisdom and are held at the highest regard. It is a natural cycle that has been practiced since time immemorial. Giving thanks to the animals and trees for all they provide is still being taught to our youth today. Beliefs that when we return all of the bones of the salmon back to the river, will bring them back in plenty the following year. What we do not use gets returned back to the earth.

Sustainability has been a normal practice for Squamish peoples, we understand it more as a wholistic approach to living and add cultural/spiritual to the environmental, economical and social aspects, with consideration for future generations.

4.2.2 Intergovernmental Relations, Natural Resources & Revenue Process & Laws

Because Squamish Nation have the first contact going to IRNR&R, this helps mitigate any issues or ensure our title & rights are being acknowledged. Their mandate is to integrate sustainability first and foremost as priority.

A perfect example would be the Tree Farm License #38 (Squamish valley) that we acquired in 2005, we can choose whether to sell the trees externally or let them be a year. There is priority to donate logs for canoes, welcome figures, family totems or any sacred art. Some sites have been designated ‘sacred sites’ and will never be logged. Some areas will be kept pristine for future generations.

Following the process for IRNR&R in assessing a land or water application, the Squamish Nation will consider all of the potential impacts of the application on its Aboriginal rights and title interests, which may include, but is not limited to whether the tenure applied for and associated activities will (Squamish Nation Intergovernmental Relations, 2014);

- Impact on cultural and spiritual sites and values of an area
- Impact on the ecology and other environmental issues
- Have a cumulative impact on its territory as a whole
- Be compatible with the Nations land/marine planning interests

Understanding the Consultation Process – The Crown has a legal duty to consult with the Squamish Nation on land and water decisions that may impact on the Squamish Nation’s Aboriginal rights and title interests. The crown may delegate aspects of the consultation process to third-party applicants applying for land and water tenures. Both the Crown and the applicant must engage with the Squamish Nation in a consultation process at the earliest stage of the application to allow the Squamish Nation an opportunity to assess the potential impacts of the application on the Squamish Nation’s aboriginal rights and title interests. The Crown may not approve an application until it has met its legal duty to consult the Squamish Nation.

The level of engagement with the Squamish Nation varies according to the type of application and the activity proposed under that application. Therefore, the scope of the consultation process will range from a paper review of the application and a written response to a full engagement process that will include

negotiation of mitigation measures and/or an accommodation/impacts & benefits agreement. In some cases, the Squamish Nation may not approve an application because the impacts are so significant these cannot be adequately mitigated or accommodated. (Squamish Nation Intergovernmental Relations, 2014)

The Squamish Nation has its own laws regarding the management of its lands and waters. Under Canadian law, the Squamish Nation also has land, resource and governance rights protected by the Constitution Act, 1982. These rights are commonly referred to as Aboriginal rights and title. However, I prefer to use the term title and rights because I feel we have title first to the lands and resources and then we assert our rights to govern over them.

Aboriginal Title is the Squamish Nation's inherent right to its land or its territory. The Canadian legal system recognizes Aboriginal title as a sui generis, or unique collective right to use of and jurisdiction over a group's ancestral territories. This right is not granted from an external source but is a result of Squamish peoples' own occupation of and relationship with their home territories, as well as, their on-going social structures and political and legal systems.

Aboriginal Rights are collective rights that flow from continued use and occupation of certain areas. They are inherent rights which Squamish peoples have practiced and enjoyed since before European contact. In general they include rights to the land, rights to subsistence resources and activities, the right to self-determination and self-government and the right to practice one's own culture and customs, including language and religion. Aboriginal rights have not been granted from external sources but are a result of Aboriginal peoples' own occupation of their home territories, as well as, their on-going social structures and political and legal systems. As such, Aboriginal rights are separate from rights afforded to non-Aboriginal Canadian citizens under Canadian common law (Squamish Nation Intergovernmental Relations, 2014).

These are important to understand when moving forward with the Crown lands in South Britannia. It is important to build the relationship that will be inclusive with the Province of British Columbia and this is how Squamish Nation have acquired various Crown lands that we want to govern and include some in the 'Additions to Reserve' process.

The IRNR&R also assert our own environmental assessments, cultural studies, geotechnical studies or whatever is needed to complete the due diligence in consultation and accommodation. The interested party is responsible to pay for any studies. This has 100% success in being acknowledged and respected by the other parties.

4.3 Alternative Sustainability Ideas and Concepts

4.3.1 Using New and Unique Methods

Some ideas I have come across that I feel would be worth looking into further to incorporate into the build and development of this new sustainable village in South Britannia would make it more innovative and utilize the green technologies. Also, solving some of the live/work housing solutions.

While touring through the new Dutch Urban Design & Development Centre (DUDOC), I saw a few unique concepts that would fit well with the area of South Britannia Beach. The first idea that stood out to me was a heating system that is run by algae grown locally. The pipes are clear and follow the housing or apartment buildings outside, so you can view the movement and creates a unique colour contrast. The algae is produced on the water and flows through to the pipes creating the biofuel heating system.

The second interesting innovation I saw at DUDOC was a quiet plug and play energy-producing windmill, one of the fastest growing forms of wind energy. This fits well with Howe Sound known to be one of the windiest areas in the Salish Sea. Finally, another interesting product I saw was outdoor chairs made of recycled plastic materials that are shaped like tulips when folded, they come in various flower colours and can withstand this west coast weather, rain, snow and sun forever. They will never deteriorate and are easy to dry after a rainfall.

Another unique housing solution I looked at with Cityscape Design Group Inc. that would fit in the industrial area of South Britannia Village would be container housing. Cityscape is able to acquire the containers free and can design them to fit any environment. Containers from the ships only have a short lifecycle and are currently just being disposed. Housing can be produced for a very low cost, as opposed to building a standard house. Container housing can also be built in various formations and levels and can be cleverly disguised. The one added advantage is that container housing can be mobile and transported to different sites. This can be a good solution to live-work space, or even for a business, workshop or studio.

In looking at Squamish Nation concepts, artists can create furniture pieces from some of the trees that will be removed for the development. They can also be provided for public art installations, perhaps even utilizing some of the logs from Squamish Nation's TFL 38. Spirit Works Ltd has top of the line laser machine that can etch rocks, wood, hide and many other mediums, as well as, create large scale pieces with Coast Salish designs. Spirit Works is now

building longhouses, spirit huts, display units, and bee houses that replicate our traditional longhouses to help with the decline of bees in North America.

Image 3 Art Images by Sheryl Fisher



5: Options for Developing Businesses & Opportunities with Squamish Nation

5.1 Protocol Agreement

Prepare a Protocol Agreement that will be signed jointly by both Squamish Nation and Taicheng Development Corporation that does not have to include details at this time, it can be a few key points like a certificate that can be framed and put on the wall. That is what was done with the City of North Vancouver and Squamish Nation, as well as, City of Vancouver and Squamish Nation. Some of the wording can be something to the effect of “Building a strong relationship between the two parties and honouring protocol, culture, history and art.” A strategy session can be done to create further details with some terms and agreements that work for both parties. This can help build the trust that is important in developing the relationship. The Protocol Agreement can then be used once the development starts.

5.2 Blessing the Site

By blessing the site, it honours Squamish Nation’s traditions and keeps with honouring protocol. The elders feel that it is clearing any negative energies from the past and starting fresh, so as to not having any further negativity or difficult times in moving forward. With the blessing, brings positive energy and clears the path for any developments that will come forward. Spirituality is held in high regard and goes beyond trust. Respect cannot be measured in money and is invaluable. Annual blessing ceremonies can continue to ensure this respect and honour is sustained.

5.3 Request for Proposals

The request for proposals (RFP’s) can be provided to the many successful Squamish Nation entrepreneurs, such as the heavy machinery equipment operators, trades, cleaning, security, catering, real estate, movers, drivers, graphic designers, just to name a few. A full list of hundreds of successful entrepreneurs can be reviewed by the team to match the fit with the plans for development. The entrepreneurs can also be utilized once the development is complete.

5.4 Squamish Nation Businesses & Partners

Utilizing some of the businesses that are owned by Squamish Nation can also be another option. The Tree Farm License #38 could perhaps provide the timber and can be shipped from Squamish Valley to South Britannia Beach. Another consideration could be to utilize the students that are attending the Squamish Nation Trades program, perhaps even offering practicums and employment to construct the buildings and homes. Other businesses can be reviewed to see if there is any other products or services that could be provided to Taicheng and the South Britannia development.

There are a few business partnerships that could be called upon to assist in the development as well. There is always New Haven Construction with Terry Ward that could help in building some of the bigger venues, including housing. They have successfully completed the Chief Joe Mathias Centre and the Squamish Nation driving range in our communities. Some of the materials and supplies can be purchased through Standard Building supplies and the profits will benefit Squamish Nation. Standard Building Supplies is also very generous in sponsoring and donating to teams, elders, youth and cultural groups.

5.5 Artists

When I completed a feasibility study of Squamish Nation artists in 2003, to prepare for the 2010 Olympics, the biggest finding was that Squamish has more artists than any other First Nation in British Columbia. Over 10% of Squamish artists do it for their livelihood. During the survey process, I learned that it is because it has been proudly handed down from generation to generation. This has kept the strength of our culture alive since time immemorial. Carrying on the tradition of telling our stories, protecting our environment and imprinting the times.

There are so many mediums and styles, small and large that Squamish artists can share. Currently there are about a dozen, internationally renowned, award winning, high profile artists. I feel one of the highest profile artist is Xwalacktun, or Rick Harry. He is notable for being selected by VANOC to provide art for the 2010 Olympics and his art was on Hudsons Bay Company clothing and accessories, Birk jewellery, Aritzia clothing and bags and many other sponsors were able to create products with his designs. I am very proud that I was the one that completed his proposal for the RFP and he was selected from the Four Nations. He also has done welcome figures and poles in Scotland, Whistler, West Vancouver and various galleries. He has

also experience and completed many outdoor public art pieces, including the concrete overpass on the entrance of Squamish, BC.

Artists can be incorporated in many possibilities for South Britannia and can also provide on site live demonstrations. They love to share our history and legends and can create anything from beadwork, carving, clay, concrete, steel, graphic art, public art to anything that is needed. Including wool weavings, pottery and using bricks to integrate the history of clay that was utilized by the weavers to prep their wool for weaving and modernize it by using bricks and pottery. Screeching owls can be the main animal used in art pieces and installations. Artist in residency programs could be provided and have cross-cultural sharing take place.

So many endless possibilities can be included for Squamish artists. They can be developed as time progresses as well.

5.6 Squamish Members & Employment

Employment opportunities can be provided for Squamish Nation members at the initial building phase with construction jobs, to real estate and business in promotions & sales, to working in the retail stores. There are so many dedicated, hard working and committed members that would love an opportunity to be mentored or have long-term employment.

Many successful projects have provided job opportunities that have been meaningful. One great example is the Sea-to-Sky highway rebuild. Peter Keiwet & Sons provided various level of job opportunities from flaggers to foreman and currently still have them working for their company at other sites in British Columbia. The esteem and confidence it helps to bring is invaluable to our Nation.

5.7 Elders Advisory Group

Squamish Valley has a very strong Elders Advisory group that has been key for many projects including starting the Residential School support program, providing restorative justice healing circles for youth, and advising companies and corporations on projects. That is whom I first approached in doing the interviews to find out of the history and traditional use of South Britannia. They were also introduced to the initial project team and Taicheng at a luncheon at Totem Hall. They are the ones that highly recommended doing the blessing of the site first and foremost and want to see more cross cultural exchanges happening once developed. They could

still be engaged for the whole process to advise and counsel on any aspect and would be key in blessing the site.

Our elders are held in the highest regard and are important in keeping our traditions, culture and language alive. They are our knowledge keepers.

5.8 Canoes

Both race and ocean-going canoes are significant to our people. They were the cars of our past that helped us travel from village to village. I love the story from my mother about my late grandfather bring born. My great grandmother went into labour while in the canoe travelling from Squamish to North Vancouver, so my great grandfather pulled over the canoe just across Britannia at Potlatch Creek. My great grandmother gave birth to my grandfather and then they got in the canoe the next morning and kept on their way to North Vancouver. It was just such a natural way of life for us. My grandmothers had their own, one-woman canoes that they would use to go out to harvest clams, seafood, berries and other foods to eat. Many would have traditionally travelled afar in an ocean-going canoe to travel along the Coast and Pacific Ocean.

Canoe sheds could be on site to house some and even provide an entrepreneurial opportunity to have a touring business. There are a few in our Nation that already do that in the Burrard Inlet area. Canoe gatherings and events could be hosted at South Britannia and could even be a stopping point for canoes that go on their annual journeys along the Coast. Canoe races can be held annually and include the war canoes that gather at various First Nations communities to race singles, doubles, 5 man and 11 man canoes.

It would be so surreal to have canoes back on the waters of Howe Sound and revive the way of life we practiced.

5.9 Events

Various events could be hosted along the waterfront and plaza areas, along with, the cultural exchanges and live artist demonstrations. This could bring a different sense of community to South Britannia.

One event that could be significant would be an annual ‘Squamish Nation Amalgamation Day’. On July 23, 1923, Squamish Nation amalgamated 16 villages to form one Tribe. We like to honour our ancestors and celebrate the amalgamation annually. It is even more significant than Aboriginal Day on June 21st. The ‘Amalgamation Day’ could celebrate Squamish culture and

history to be shared by everyone. The 100-year anniversary is coming up and a significant event could be planned.

5.10 Crown Land

The crown land that is adjacent to the lands Taicheng acquired are very contaminated and need a great deal of remediation work. This could be an opportunity to work with the Province of British Columbia, a First Nation and a Corporation to collaborate on a successful model in tri-parties working on a solution to fix a problem. By looking into the resources each can provide to ensure the lands are returned to the way they were once used can be a win-win-win. This could also be important on building trust for a government that has a history of not including any first nations in any project or lands in traditional territories. We have had to always seem to fight and push our title and rights, mostly through courts, to ensure we were being included and provided opportunity to acquire the lands as first right of refusal. This also fits with the guiding process for Squamish Nation's IRNR& R department in consultation & accommodation.

Perhaps, once the crown lands are cleaned up, Squamish Nation can acquire them to enhance the development and community. This could be considered as more of a longer-term goal for the development project.

6: Methodology

6.1 PEST

The best methodology I felt would be good to examine and strategize on is the PEST method. Political, Environmental, Social & Technological for the project. I changed Economic Forces to Environmental instead to fit the project as the Environmental ones are more important to evaluate. Economically, Taicheng have developed cities, resorts & golf courses in China and have the capacity to ensure the whole project is completed having the best team hired or contracted. They had rescued the lands from a court order hold, paying cash coming from a previous owner that could not complete all the studies and applications. In examining these four areas, I will review the positives and negatives of the overall project as with what is required. Below are the four areas broken down by category;

Political

The SLRD is very strict and long process to get through

- ❖ The initial 3500-4000 units being proposed by Taicheng was to give some leverage to negotiate up from the 1000 units in the OCP. This was denied completely and Taicheng were advised to keep within the 1000 units.
- ❖ It has taken 3 years to get to this point before even being allowed to break ground
- ❖ Plans have to be modified and applications have to be submitted before anything can begin
- ❖ The sewage, electrical, transportation and other amenities have to be approved by SLRD according to their OCP plan and overall Sea-to Sky plans for any consideration
- ❖ One of the Mayors on the SLRD has a negative relationship with Squamish Nation and was taken to court (along with the Province of BC) by Squamish & Lil'wat Nations for being excluded from the SLRD OCP planning and process. The court awarded Squamish & Lil'wat the right to develop our legacy lands and scolded both the municipality and Province of BC for excluding us.

- ❖ Abide with the OCP Plan requirements and process will allow the time to develop more quickly and will not be delayed because of incomplete applications and now that the project has been scaled down, it will receive approvals more quickly.
- ❖ The OCP Plan is fairly recent from 2013 and is more current and up to date, with priority to develop more sustainable communities in the sea-to-sky corridor.
- ❖ Governing 3 basic roles of Regional Services, Sub-Regional Services and Local Services.
- ❖ The 9 Regional Growth goal strategies match Taicheng and Squamish Nation goals and values.

The Province of British Columbia is in charge of the transportation & highways and crown land

- ❖ Will have to seek approvals to change and/or add access from the highway to some of the areas in South Britannia & Minaty Bay.
- ❖ Will need to discuss potential transit bus service once the full development is complete, more long term goal
- ❖ The regional park will need final approval

Municipality of Britannia (unincorporated)

- ❖ Will govern the overall community once developed
- ❖ Plans and approvals will have to be in place to ensure recycling, garbage, sewage, water disposal will be in place and managed
- ❖ Chief Bill Williams shared with me that there may be concern about the village becoming too big and they will have to be incorporated and pay more taxes. That is why they will not go further than 1000 units
- ❖ Synergy created to build 'One Britannia' will help to get support from the current residents/citizens

Federal Government

- ❖ Fisheries and Oceans Canada (DFO) will have to approve foreshore buffer and any marine activity or development being planned.

CN Rail

- ❖ Will have to seek approval for road and pedestrian crossings through and over the railway

BC Hydro/FortisBC/Bell Canada

- ❖ BC Hydro will be responsible for the electricity and power system planning
- ❖ FortisBC will be responsible for the natural gas system design and installation
- ❖ Bell Canada is already the telecommunications service provider for Britannia

Squamish Nation

- ❖ Is the traditional territory of the lands
- ❖ Has fully supported Taicheng and already established a good relationship
- ❖ Can ensure consultation & accommodation of the Crown land
- ❖ Is the keeper of the Intellectual Property Rights for the history, culture, art and language that will be integrated
- ❖ INR&R will ensure that the highest and best use of opportunities and protocols are being taught, shared, enforced and honoured.

Environmental

- ❖ Design the streets to respond to the terrain
- ❖ Limit building height to a maximum of six stories to integrate with the rural character and mountainside
- ❖ Connect all parts of the community by including the waterfront, trails and pathways.
- ❖ Create improved connections to the existing North Britannia Beach town site
- ❖ Minaty Bay Regional Park is retained in a natural state.
- ❖ The natural environment and all environmentally sensitive areas are protected and enhanced
- ❖ Ecosystems, watersheds and creeks are healthy and flourishing.

- ❖ There is a strong culture of environmental protection.
- ❖ The site contains a single biogeoclimatic subzone: Coastal Western Hemlock Dry Maritime subzone (CWHdm). Characterized by warm, relatively dry summers and moist, mild winters with little snowfall.
- ❖ Wildlife and wildlife habitat were observed and habitats could potentially exist on site. Ten bird, four mammal, three amphibian and three invertebrate species are identified by the BC Conservation Data Centre.
- ❖ Aquatic & marine habitat have several creeks, ponds and wetlands present within the proposed development area which include Thistle Creek, the first tributary to Thistle Creek, Daisy Creek and Minaty Bay
- ❖ Invasive plant species were identified and will need to be addressed before development
- ❖ A marine foreshore buffer of 15 metres (49 feet) is recommended, subject to review by Fisheries and Oceans Canada (DFO)

Social

- ❖ A mix of housing types providing diversity and choice for a range of incomes and some offer accessibility features for people of various ages and abilities
- ❖ Britannia Beach community will have a strong sense of place, with access to public spaces for community interaction and a strong connection between north and south.
- ❖ Compact neighbourhoods conserve and enhance natural areas, green spaces and wildlife habitats and avoid hazards.
- ❖ The commercial area provides services to support all Britannia Beach residents
- ❖ The Minaty Bay Regional Park and waterfront improvements retain their beautiful natural qualities and will be accessible to all and attract visitors to stop and enjoy
- ❖ Opportunities for residents to work within their residences and the neighbourhood.
- ❖ Gathering places and community programs help create a strong sense of community where residents know and support each other.
- ❖ Opportunities for residents to grow their own food or access local food, perhaps even

having community gardens.

- ❖ Offering services and amenities that attract tourism
- ❖ Residents will be able to access most daily needs within the community without driving. Reliable and affordable transportation services allow resident to get to nearby communities on a daily basis.
- ❖ Arts, culture and heritage are conserved and enhanced, generating tourism and are a sense of pride for the community. Especially with Squamish Nation being included.
- ❖ Numerous and diverse year round recreational opportunities attract residents and tourists
- ❖ Educational and childcare facilities exist within the community
- ❖ Shared community indoor and outdoor spaces are available learning and leisure
- ❖ Squamish Nation culture and integrating the two communities will enhance the relationship beyond Taicheng and Squamish Nation leadership. It will trickle down to the communities and membership and citizens.

Technological

- ❖ Homes are energy efficient, provide comfortable healthy environments, reduce energy costs for residents and are sited to maximize the green space around them
- ❖ Building materials are sustainability sourced and assembled locally where possible.
- ❖ Composting and recycling initiatives minimize solid waste disposal needs.
- ❖ Efficient, reliable and affordable communications infrastructure allows residents to connect beyond the community.
- ❖ All storm water is treated on site, and everyone has sufficient access to high quality water.
- ❖ Water conservation with facets, showerheads, etc. measures will be included
- ❖ Wind, solar and water energy efficient technology is not planned at this point, but could be looked into further to include in construction of facilities and housing.

7: Implementing Selected Approach

7.1 Win/Win/Win

7.1.1 Win for Taicheng

- ❖ Acquired from court ordered hold and wants to proceed with protocol in the process with community, governance and culture.
- ❖ Has the financial advantage to develop, will still engage in cost sharing, grants and opportunities.
- ❖ Wanting to create the best sustainable community in the sea-to-sky region, while respecting Squamish Nation traditional territory.
- ❖ Hiring the new team, MVH Urban Planning & Design Inc. to follow the guidelines for SLRD & other governance agencies are managed and staying within the 1000 bed units development of the Britannia OCP plan.
- ❖ Creating and building a village that will be a wholistic impression and have a 'sense of place', also educating about traditional use for the Squamish peoples.
- ❖ Linking all neighbourhoods, including North Britannia towards 'One Britannia'. Utilizing green spaces and paths and a spirit trail to connect with each other.
- ❖ Timeframe to completion will be spread out over 15-20 years to completion, including bed unit phases of development.
- ❖ Continue to develop relationships with ALL parties involved in project, keeping communication and transparency open.
- ❖ Enhance the relationship with Squamish Nation, continue to integrate culture, art, history & opportunities for the Shishayu7 Uxwumiyuxw (Britannia Village). Signing a protocol agreement, working closely with INR&R governance structure.
- ❖ Contracting Rivers Consulting Solutions, to continue being the Cultural Business advisor and administrator for the Squamish Nation relationship and development.

- ❖ Creating & abiding completely by the SLRD OCP plan requirements, fulfilling the development of the political, environmental, social and technological aspects.

7.1.2 Win for Squamish Nation

- ❖ Traditional territory –not ‘reserve lands’-- being honoured and recognized by an international development corporation in Canada, setting a precedent for future developers.
- ❖ Have a revived village once again, inhabited and thriving with our culture integrated throughout.
- ❖ Potential business, entrepreneurial, artist, employment, educational and historical opportunities presented and featured.
- ❖ Similar values in sustainability that match the sustainability values with Taicheng. Strong and trusted relationship already developed.
- ❖ INR&R will ensure the highest and best use of opportunities and protocols are being taught, shared, enforced and honoured.
- ❖ Events promoting our culture, history, art and language will carry forward our traditions.
- ❖ Eventually acquire the Crown Lands adjacent to South Britannia, remediating the land and potentially developing. Opportunity to develop a model of a successful working relationship with a First Nations, Developer and Regional government.

7.1.3 Win for the Squamish Lillooet Regional District

- ❖ Governing 3 basic roles of Regional Services, Sub-regional Services and Local Services. Including; inter-municipal service partnerships, fire, recreation centre, parks, trails, building regulation & inspection, nuisance regulation, street lighting, civic addressing, emergency planning & management, waste management & water sewer systems. Already have great plans and processes in place.
- ❖ To develop the relationship with Taicheng and Squamish Nation and bring synergy, creating a model for other First Nations, developers and governments to use.

- ❖ The OCP plan is fairly recent from 2013 and is more current and up to date, well planned towards sustainability.
- ❖ The 9 Regional Growth Strategies and goals match both Taicheng and Squamish Nation goals.

8: Conclusions

After reviewing the master plan, the SLRD OCP plan, my report on history and significant use of South Britannia site, along with, the background on Squamish Nation INR&R department, some key points came to the forefront. I also used the PEST methodology wholistically to give me a broad vision of the project, also, in reviewing the Win/Win/Win points, I have come up with my own findings in answering the two questions of;

1. How will Taicheng develop the village with the 1000 bed units according to the Britannia OCP plan, instead of the 3500-4000 bed units they originally requested and were recently denied by the SLRD?
 - ❖ Starting with the initial Phase 1 and scaling down the development to also spread out the timeline to completion. If approved, than expand in incremental bed units for Phase 2, 3, 4 and possibly 5. Abiding by the SLRD requirements.
 - ❖ Include Squamish Nation INR&R department to assist in asserting title & rights and consultation & accommodation around the development.
 - ❖ Continue working with MVH Urban Planning & Design to keep things simple and smaller scale in managing the overall project.
 - ❖ Keeping communication and information transparent and up to date with the SLRD, helping to build the trust that Taicheng is serious in building the community.

2. How will Taicheng develop the partnership with Squamish Nation without the acquisition of the Provincial Crown Lands adjacent to the South Britannia village? What type of Agreement will be created between Taicheng & Squamish Nation for the partnership?
 - ❖ Develop a working group with the Province of British Columbia, Squamish Nation and Taicheng to collaborate on the remediation of the Crown Lands. This could be used as a positive model on collaborating a positive approach to cleaning up crown lands with other first nations and developers. Having strength

of a First Nations and Developer both coming together to provide environmental cleanup and studies.

- ❖ Start with a basic 'Protocol Agreement' with Squamish Nation that will feature the opportunities for business, entrepreneurial, artist, employment and governance. Can be reviewed and amended as major changes take place at the Shishayu7 Uxwumiyexw (Britannia Village)
- ❖ Continue having Rivers Consulting Solutions working on the relationship and opportunities for Squamish Nation membership, artists, entrepreneurs and leadership.
- ❖ Continue to enhance the relationship with the three chiefs from Squamish Nation INR&R department. Sharing meals has built a strong and open dialogue between Peter Cheng and the Taicheng team with IRNR&R chiefs. The support and dialogue that has resulted from having these dinners, rather than meetings help in working out the important details to be included in the 'Protocol Agreement'.

9: Next Steps

After witnessing over two years of the initial development phase for Taicheng, I have watched a trusting and close relationship develop between Taicheng and the Squamish Nation chiefs from the Intergovernmental Relations department. Also, having had meetings with the Squamish elders, membership, artists and entrepreneurs has really built excitement and pride of our inclusion into this unique community. A really tight bond has developed between a First Nation and Developer that is building strength to moving forward with the political governments.

Some further steps I would recommend are;

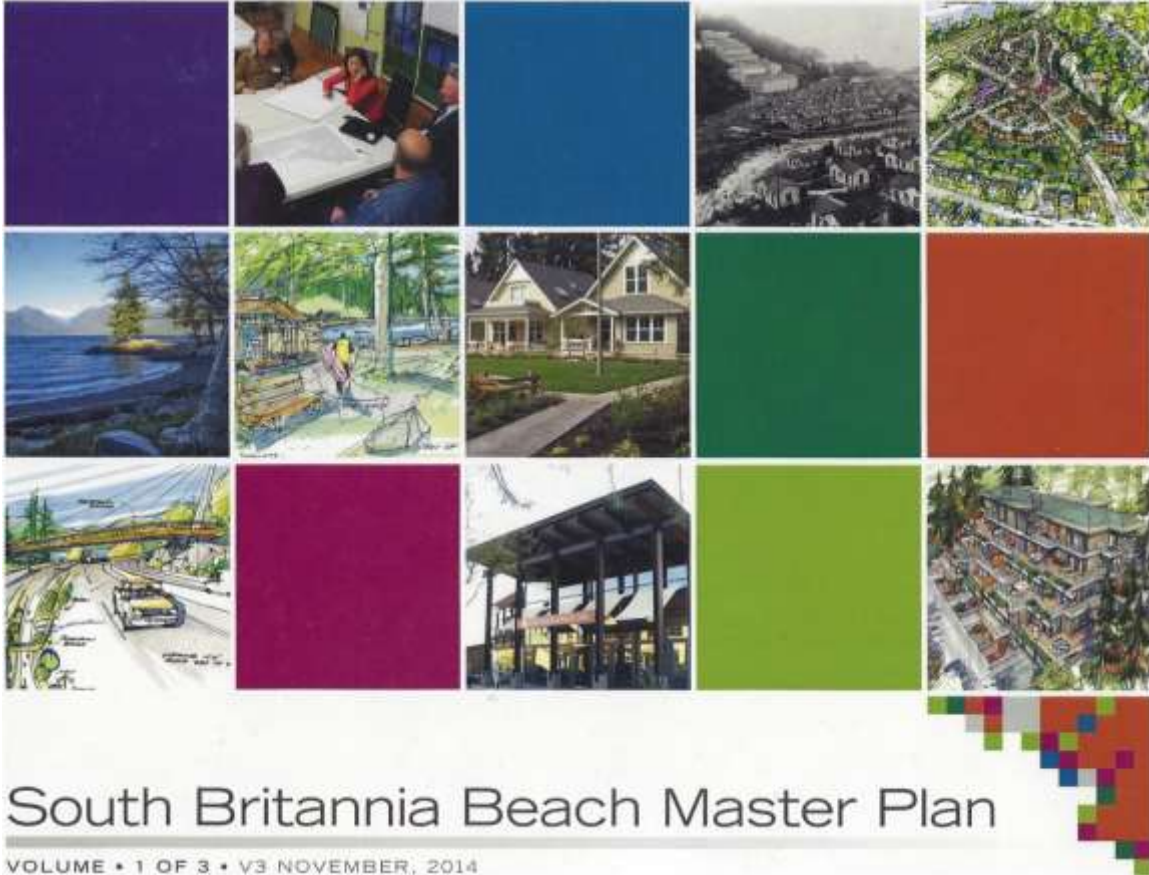
Use this final paper as a framework to develop a business strategy or business plan for the whole project,

Sign the 'Protocol Agreement' with Squamish Nation before Fall 2015,

Apply for the permits and approvals needed to begin to break ground and start the initial phase of development, create teams for the various aspects of the development, continue to develop the relationships and meet with all the political governments and finally,

Compile all the data, studies, reports and work from the various consultants to date.

Appendix A



South Britannia Beach Master Plan

VOLUME • 1 OF 3 • V3 NOVEMBER, 2014

South Britannia Beach Master Plan

VOLUME 1 OF 3 • V3 NOVEMBER, 2014



TAICHENG DEVELOPMENT CORPORATION

Maps and images permitted by Taicheng MVH Urban Planning & Design (Attached email)

Appendix B

Britannia Beach

Squamish Nation Background & Report



By: Sheryl Fisher
March 21, 2013

Sheryl Fisher

Squamish Nation, Page 1

Images authorized by Sheryl Fisher

Appendix C



Appendix D

Council Elected Co-Chairs

- ❖ Syexwáliya Ann Whonnock (Interim)
- ❖ Ts'élkwílem Siyám Byron Joseph

Squamish Nation Councillors:

- ❖ K'etximtn Alroy Baker
- ❖ K'ána Deborah Baker
- ❖ Richard 'Ritchie' Baker
- ❖ Tiyaltenaat Veronica Baker
- ❖ Xálek'/Sekyú Siyám Chief Ian Campbell
- ❖ Kwitelut i Kwelaw'ikw Carla George
- ❖ Xwechtaal Siem Dennis Joseph
- ❖ Skwetsi7meltxw Joshua Joseph
- ❖ Syeta'xtn Christopher Lewis
- ❖ Danielle Mellish
- ❖ Tssetsímshtn Anthony 'Tony' Moody
- ❖ Xwélxwelacha siyám Chief Richard 'Dick' Williams
- ❖ Wilson Williams
- ❖ Krissandra Jacobs – Removed January 2015

Effective Date: December 8, 2013 to December, 2017

Elected Band Manager:

- ❖ Glen Newman – Removed January 2015

Squamish Nation is now the only First Nations Band in Canada that still elects our Band Manager. Membership is currently meeting to amend the Election Codes and discussing to remove this position from election and have it posted as an employment position instead.

Appendix E

Squamish-Lillooet Regional District

Electoral Area D Official Community Plan

Bylaw No. 1135-2013



**SQUAMISH-LILLOOET REGIONAL DISTRICT
BYLAW NO. 1135-2013**

A bylaw of the Squamish-Lillooet Regional District to adopt an Official Community Plan for Electoral Area D.

WHEREAS the Board of the Squamish-Lillooet Regional District wishes to adopt a new Electoral Area D Official Community Plan;

NOW THEREFORE, the Regional Board of the Squamish-Lillooet Regional District, in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as 'Electoral Area D Official Community Plan Bylaw No. 1135-2013.'
2. Schedule A, being the text of the Electoral Area D Official Community Plan, is attached to and forms part of this bylaw.
3. Schedule B, being the Plan Maps of the Electoral Area D Official Community Plan, is attached to and forms part of this bylaw.
4. Schedule C, being the text of the Howe Sound East Sub-area Plan, is attached to and forms part of this bylaw.
5. The Electoral Area D Official Community Plan (OCP) Bylaw No. 495, 1994 is repealed.

READ A FIRST TIME this 25th day of February, 2013.

READ A SECOND TIME this 25th day of February, 2013.

FIRST AND SECOND READINGS RESCINDED this 22nd day of July, 2013.

READ A FIRST TIME AS AMENDED this 22nd day of July, 2013.

READ A SECOND TIME AS AMENDED this 22nd day of July, 2013.

PUBLIC HEARING held on the 3rd day of October, 2013.

READ A THIRD TIME as amended this 28th day of October, 2013.

ADOPTED this 28th day of October, 2013.

Chair, Patricia Heintzman

Secretary, Peter DeJong

Appendix F

Squamish-Lillooet Regional District & Britannia Beach A GUIDE TO LOCAL GOVERNMENT PLANNING SERVICES IN YOUR AREA

Regional districts have many roles when it comes to providing local government services. Understanding these roles is key to effective relationships. Britannia Beach is a rural unincorporated community within Electoral Area D of the Squamish-Lillooet Regional District (SLRD). This guide is intended to highlight the regional district local planning services provided to this area.

WHAT IS THE SLRD?

Headquartered in Pemberton, which is the approximate geographic centre of the region, the Squamish-Lillooet Regional District (SLRD) delivers a range of local, sub-regional and regional services to approximately 38,000 residents living in four member municipalities (Lillooet, Pemberton, Whistler, Squamish) and four unincorporated electoral areas (A, B, C, D). The SLRD is found within the traditional territories of both the Squamish and St'at'imc Nations and is also home to several First Nations communities.



As a regional district, the SLRD has three basic roles:

1. **Regional Services** - Regional districts provide regional governance and services for the region as a whole and a forum for regional decision-making.
2. **Sub-regional Services** - Regional districts provide a political and administrative framework for sub-regional or inter-municipal service partnerships through the creation of "benefiting areas" (eg. fire protection, large recreation centre, parks/trail networks).
3. **Local Services** - Regional districts are, in the absence of municipalities, the "local" government for rural areas. At the very least, this means that a regional district provides community planning and land use regulation in rural areas (this includes Britannia Beach). In addition, the SLRD provides the following services: building regulation and inspection; nuisance regulation; street lighting; civic addressing; emergency planning and management; fire protection; 9-1-1 service; parks and trails; waste management; and water and sewer systems.



Appendix G

From: **Michael von Hausen** vhausen@telus.net
Subject: RE: Final Paper Revised
Date: April 13, 2015 at 10:22 AM
To: **Sheryl Fisher** sheryl.fisher.squamish@gmail.com



No problem. I have attached improved images of the Master Plan for you. All the best, Michael

-----Original Message-----
From: Sheryl Fisher [mailto:sheryl.fisher.squamish@gmail.com]
Sent: Monday, April 13, 2015 9:59 AM
To: Michael von Hausen
Subject: Re: Final Paper Revised

Thanks. Looking forward to the meeting as well.

Is it ok to use the images/maps from the master plan for my paper?

Sheryl

Sent from my iPad

On Apr 13, 2015, at 9:51 AM, Michael von Hausen <vhausen@telus.net> wrote:

Thanks Sheryl: Much appreciated. See you tomorrow. Good ideas. Thanks, Michael

-----Original Message-----
From: Sheryl Fisher Air [mailto:sheryl.fisher.squamish@gmail.com]
Sent: Saturday, April 11, 2015 6:45 PM
To: Michael von Hausen
Subject: Final Paper Revised

Hi,
Here is the latest edition of my final paper. It looks like this one will be the final approved paper, after a few minor changes :D. I am on the home stretch now. I just received word from Mark Selman that I have to include your email for permission to use the images/maps in my appendices and it will be complete. I did add the dates on the headers of each one that I used from your master plan. The images are from; Figures 1, 2, 3 and 4 that I included. I wanted the document to have more than just black and white typing and have some imagery to go with the sections. I used most of my own images for the art and Squamish Nation contents to keep it simple.

Thanks,
Sheryl



10: References

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