

## **Finnegan, Jennifer CSCD:EX**

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**From:** Dale Wall s22  
**Sent:** Tuesday, December 16, 2014 10:36 AM  
**To:** Marotz, Nicola CSCD:EX  
**Subject:** UEL Workshop Notes and Invoice  
**Attachments:** UEL Workshop Notes Final (December 16-14).docx; ATT00001.txt; UEL Invoice October-December 2014.docx

Nicola

Thanks for yesterdays update on the status of the project.

Attached are my final version of the notes and an invoice.

As noted yesterday this version of the notes incorporates the comments received from Ken, Clive and Jonn.

If you have any questions or need anything else, let me know.

Dale

**Notes from November 13, 2014 University Endowment Lands (UEL) Project Workshop**

**Facilitators:** Dale Wall, Bob de Faye

**Participants:** Jonn Braman, Nicola Marotz, Gary Paget, Jay Schlosar, Rena Bindra, Ken Cameron, Clive Rock, Lesley Scowcroft, Marijke Edmondson

**Workshop Overview:**

The purpose of the University Endowment Lands (UEL) Project Workshop was to consider how to best realize project objectives. Consideration s13 was left for other forums.

The workshop method was to break down the project into elements and explore the approaches to each component s13 The workshop was also designed to identify those approaches that would be less likely to achieve project objectives so that attendant risks could be avoided.

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**Part 1 - Starting Point:**

**Background:**

The decision to proceed with the project arose primarily from;

- The UEL Community Advisory Committee's (CAC) request for a study of incorporation; and,

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s13, s16, s17

As a first step, a \$2 million annual budget "lift" for the UEL has been approved. s13, s16

Considerable work had been done on this project prior to the workshop, including s13, s16 internal ministry work on project design.

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Opening Assumptions:

The following key opening assumptions were proposed:

s13, s16, s17

s13, s16, s17

Issues External to Project:

- **Block F Development** - in 2008 this property was transferred to the Musqueam Indian Band (MIB) as part of the settlement agreement provided for in the *Musqueam Reconciliation, Settlement and Benefit Agreement Implementation Act*. This property is now subject to a major Official Community Plan amendment and rezoning that falls under the jurisdiction of the UEL

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The Minister of Community Sport and Cultural Development is both the lead Minister on the governance project and the final decision maker on the Block F rezoning.

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- **Transportation Referendum/Proposed Subway** - A referendum on transportation expansion and funding in Metro Vancouver, including the replacement of the Pattullo Bridge, must be held by June 2015. This will be the key public issue in the Metro Vancouver region in the first half of 2015
- The two issues are linked by the inclusion of an extension of the current Millennium Skytrain line to Arbutus Street in the proposed transit plan and the inclusion of a future extension of that line to UBC in the longer-term transit vision. As well, the transit plan ties major transit investment to agreements on land use along major corridors and near stations.

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The plan provides for regional cost sharing of a limited amount of tunnelling costs. It is understood that any costs beyond those limits will be borne by Vancouver.

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- **Other Provincial Issues with Musqueam Indian Band** - although no specific issues were identified in the workshop, it is clear that the Museum have extensive dealings throughout Metro Vancouver

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## Part 2 -

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s13, s16 Key Parties:

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makers on the perspective to gather and take back information to political decision

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- **Community considerations/context** – while the community's current service needs are not being met, the community is also in the midst of change, shifting to multi-family residences from predominantly single family ones. Half of the population of Electoral Area A, more than 90 per cent of which are in UBC/UEL, are immigrants to Canada, s13, s16  
There are impacts on neighbouring communities that need consideration as well. s13, s16

- **Musqueam Indian Band considerations -**

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In addition to rights and titles interests, the Musqueam are also the largest “fee simple” land owner in the UEL (notwithstanding Metro Vancouver’s park interests)

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It was noted that Vancouver has recently signed a master development infrastructure agreement with MIB.

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- The UEL community, through the UEL Community Advisory Council (CAC) has indicated that the current arrangements are not working for them and have asked for a governance study to map their future.

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- Current challenges are likely to persist and become more complex as the community grows, becomes more diverse and as new development projects become more complex.

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## Working With UEL Staff:

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### **Part 3 -**

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It will need to strike a balance between responding to the community interest in local issues, the regional context and higher-level values.

At this point the potential themes are similar

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As previously noted these are:

- The community, through the CAC has indicated that current arrangements are not working for them and have asked for governance study to map their future. Their request is pending

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- Current challenges are likely to get worse, not better, as the community grows, becomes more diverse and as new development projects become more complex.

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- The UEL is tightly integrated with the City of Vancouver (neighbour and service agreements), the Musqueam Indian Band (as First Nation and landowner), UBC (neighbour) and Metro Vancouver (Pacific Spirit Park), and it is a very small provincially operated community in a highly urbanized metropolitan region. It was uniquely established by provincial legislation

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Additional themes could be as follows:

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This may need to include:

- A clear statement at the outset regarding Musqueam interests s13, s16

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- The identification of other interests s13, s16

Two important high level, principled based questions will need to be addressed:

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On the one hand UEL residents pay taxes that cover the cost of the direct services they receive - local roads, water, sewer, fire, police- and either pay for or not entitled to use certain specific Vancouver services they receive - such as libraries and recreation centres. On the other hand they benefit from other Vancouver services such as major roads, and major parks. s13, s16

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**Part 4 -** s13, s16

Musqueam Indian Band (MIB)

- Bob de Faye provided a thorough description of the Musqueam Indian Band, their role in the development of aboriginal rights in British Columbia and the extent and nature of their presence in Metro Vancouver. This made it very clear that the combination of proximity, history and influence will make engagement with the Museum a critical part of the project.
- Although the Musqueam have a presence throughout Metro Vancouver, the Point Grey peninsula is their home.
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Engagement with them needs to begin very early (i.e. as the first of parties to be engaged in pre-announcement consultations), be carefully thought through and conducted at an appropriate level with the greatest respect.

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- Work is needed to more carefully articulate options for protecting Musqueam land interests under s13, s16
- Consultation with respect to the s13, s16 the Musqueam perspective issue will provide valuable insight into s13, s16

UEL Residents

- There are 4 neighbourhoods in the UEL with a total population of about 4,100. Three of these are single family in nature with about 440 houses. The forth is multi-family. Residents of the 3 single family neighbourhoods are much more engaged in UEL affairs than are the residents of the multiple family area. The area is becoming much more culturally diverse over time. Amongst the more engaged citizens there is a diversity of views on governance. Some want to run their own affairs while others are interested in being part of Vancouver for improved services.

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- s13, s16 Fire Service, which serves both the UEL and UBC and which is provided through a long-term contract with the City of Vancouver s13, s16

A contribution to the cost of this service is currently in the UEL budget, s13, s16

outcome

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UEL residents are already making a contribution to the major road network through their property taxes, fuel taxes and parking taxes.

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- The provincial approach to its current water supply to UBC should be defined.

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- The current OCP needs to be updated

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### City of Vancouver

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- More work is needed on the cost s13, s16
- Already completed work needs to be assembled s13, s16

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- Vancouver can be expected to share the provincial interest in a strong citizen engagement process.

### Metro Vancouver

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- Metro Vancouver has no policy about its electoral area. s13, s16
- s13, s16 the provision of water to UBC and  
s13, s16 for Pacific Spirit Park.
- As a result of provincial legislative changes, regional districts are mandated to provide emergency preparedness and management to electoral areas. This creates an obligation to plan and prepare for an emergency for an area with a large and growing population that includes the

university, a hospital and significant nuclear and other research institutions.

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## UBC

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- s13, s16  
The decision to develop some of its property for residential purposes is part and parcel of that purpose and not separate from it.

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- All access to UBC is through the UEL so it has natural interest in maintaining and enhancing transportation in this area. UBC has been a strong advocate of rail-based transit to UBC.

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## TransLink

- It was suggested that TransLink s13, s16  
UEL  
residents are already making a contribution to the major road network through their property, fuel and parking taxes.

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## Part 5 -

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## Part 6 - Post-Mortem

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Closing comments included:

- The Ministry needs to develop the deepest possible understanding s13, s16
- There is a clear need to engage s13, s16 respectful  
conversation needed – *listen* to what they say, s13, s16

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## Part 7 -

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- There is a need for a carefully developed plan.
- There is need for a carefully selected team

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highly competent team.

This will need to be an experienced

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Uncertain timing needs to be accounted for in project design.

- Government representatives should aim to come away from  
with a clear idea of what will and will not be acceptable

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the broadest possible representation of the UEL community.

- thought is required to ensure that this is developed in a way that has credibility within the community.

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Some

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to be developed to support this assertion.

Concrete provisions will need

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## **Appendix 1**

### **Background on Musqueam Indian Band**

#### **Musqueam Indian Band (MIB)**

##### **Population**

Registered Population 1,315 of which an estimated 49 per cent (644) lives on own reserves 644 (49%)

¥ Three Indian Reserves in Metro Vancouver: Total 254.2 Hectares

¥ Musqueam I.R. No. 2 (190.4) at the mouth of the Fraser River to the north of Sea Island

¥ Musqueam I.R. No. 4 (57.3) to the east of Canoe Passage near Westham Island,

¥ Sea Island I.R. No. 3 (6.5) on the northwest corner of Sea Island

¥ The former Musqueam Indian Reserve No. 1, was allocated to the fledgling Qayqayt (pronounced Key-Kayt) First Nation after many years of not being attached to any band.

##### **Language**

The Musqueam Band are part of the Coast Salish Nation and speak the Downriver Dialect of the Salishan language Halkomelem, and are closely related to neighbouring peoples of the lower Fraser River.

##### **The Band's History in the Region**

Archaeological research shows more than 4000 years of continuous habitation in this area, particularly the Marpole midden - located at the mouth of the North Arm of the Fraser River.

##### **Musqueam Aboriginal Rights**

It wasn't until 1970 that Canada's aboriginal peoples were able to pursue aboriginal rights in the Supreme Court of Canada. The band has been active and energetic in pursuing their aboriginal rights, beginning with the Sparrow Case.

In 1984 Ron Sparrow was arrested and subsequently found guilty for fishing in traditional Musqueam territory with a net that was longer than was permitted by his food fishing license. Following appeal, the case went to the Supreme Court of Canada and in 1990, which ruled in his favour.

The court found that despite drastic restrictions and infringements, the Musqueam's right to fish had not been extinguished prior to the establishment of the Constitution Act on April 17<sup>th</sup>, 1982, and as such was protected in Section 35 of that act. In addition, the decision imposed a fiduciary duty on the Crown with respect to those rights.



The Guerin Case (Shaughnessy Golf Course): The Musqueam secured another court victory in 1984 with the Guerin case, which involved Musqueam lands (part of Musqueam IR # 2) that the Federal Government's Department of Indian Affairs (DIA) had leased to Vancouver's Shaughnessy Golf and Country Club in 1958 for a period of 75 years (i.e. expires in 2033).

The DIA obtained Musqueam's consent by assuring them that the band would receive revenue from the lease. According to Musqueam, the band was denied legal representation. They consented to the deal regardless. After the DIA obtained their consent, DIA representatives re-negotiated the deal with the Club and leased the land on substantially different terms than what Musqueam had agreed to.

Musqueam had been told that they would profit off of the lease, with rents being adjusted to fair market rates every decade. Unbeknownst to the band, however, the deal was re-negotiated to allow the Club to only pay what amounted to 10% (\$29,000) of the fair market rent for the land.

These changes to the lease were kept secret from the Musqueam for 12 years, until an employee at the DIA revealed them to then-chief Delbert Guerin.

When the band sued the federal government for failure to consult with them and to act in their best interests, it was awarded \$10 million in compensation in a 1979 decision, which was upheld by the Supreme Court of Canada in 1984, with the court declaring that aboriginal title was *sui generis* (of its own kind) and that the federal government has a fiduciary duty to preserve it.

### Musqueam Aboriginal Title

Until 1951 the *Indian Act* (1876) allowed provinces to abrogate treaties, and made it a federal crime to prosecute First Nation claims in court, raise money, or organize to pursue such claims.

Land Claim: In 1984 the Musqueam filed its comprehensive land claim with Canada, eight years before the creation of the BC Treaty Commission. Their claim covers 80-90 percent of Metro Vancouver (in total about 150,000 hectares in and around Vancouver).

BC Treaty Process: The Band is involved with the treaty process....at Stage 4 –agreeing in 2005 to a framework for negotiations (i.e. what items to be covered and how negotiations will be carried out).....but no actual negotiations have taken place.

### Land Interests and Development

Musqueam land and development interests are a relatively new phenomenon and resulted from Federal and Provincial governments' desire to settle numerous court cases, some of which prompted by efforts to divest crown land to meet budget targets.

*Musqueam Reconciliation, Settlement and Benefits Agreement:* In 2008 the Musqueam Band and the province reached an agreement involving cash and land worth almost \$250 million to settle outstanding litigation involving the UBC golf course, the Bridgeport Lands (site for the River Rock Casino), and the Celtic Shipyards.

The agreement arose from a 2005 B.C Court of Appeal ruling that found the Musqueam had not been properly consulted when the province authorized the sale of the UBC golf course to the university for \$11 million on the condition it remain a golf course. In that decision, the court ruled that the sale be suspended while the parties negotiate an agreement.

The subsequent agreement gave the 1200 member band:

- ¥ a cash payment of \$20.3 million,
- ¥ ownership of 59 hectares of the UBC golf course lands,
- ¥ 7 hectares of the Bridgeport casino lands and
- ¥ 22.3 hectares of the (809 hectare) Pacific Spirit Regional Park in two parcels of land:
  - o A 13.8 hectare parcel adjacent to the Musqueam reserve, known as the Triangle lands (Block “K”), and
  - o An 8.5 hectare parcel located beyond the western end of the University Golf Course, known as Block F, with zoning similar to that on the adjacent property.

The deal requires the Musqueam to maintain the 59 hectare UBC golf course as a golf course until 2083 and allows for residential development two parcels of Pacific Spirit Regional Park with the proviso that 1.2 hectares remain as park land.

It also transfers the lease of the River Rock Casino to the Band and settles the Musqueam litigation against the province to recover costs for the cleanup of contamination of the Celtic Shipyard lands in south Vancouver that are owned by the MIB.

The existing leases on the UBC Golf Course and Bridgepoint will be honoured and have been transferred to the Musqueam. The University Golf Club’s existing operator’s lease ends in 2015. The lease on the River Rock Casino expires in 2041, with the prospect of the Band negotiating a revenue-sharing agreement with Great Canadian Gaming Corporation.

#### Musqueam Capital Corporation (MCC)

The Musqueam Indian Band Chief and Council established the Musqueam Capital Corporation (MCC) in 2012 as a business company with the responsibility to manage the Band’s business activities.

#### MCC Projects & Properties

- ¥ Celtic Shores Properties
- ¥ The Milltown Marina
- ¥ The Bridgeport Casino lands
- ¥ The Triangle Lands (formerly part of Pacific Spirit Park)
- ¥ Block F (formerly part of Pacific Spirit Park)
- ¥ Shalimar Town House
- ¥ The Fraser Arms Hotel (leased, renovated and renamed)
- ¥ The Glenlyon Office Building (Burnaby)
- ¥ The Musqueam Golf and Learning Academy

¥ The University Golf Club

¥Shaughnessy Gold Club

Amongst more recent initiatives.....

¥ Provincial Government Land Sales - March 2013 - Sale of the 16-hectare Willingdon lands, site of the Maples Adolescent Treatment Centre and Burnaby Centre for Mental Health and Addictions to the Musqueam Indian Band and Tsleil-Waututh Nation.

¥ Marpole Land Purchase In October 2013, the Band finalized the purchase of two acres of land in the Marpole area that contains an aboriginal village and burial site that are estimated to be 3,500 years old. The band will turn the land into a park. The purchase was partially funded with a provincial settlement relating to the government's South Fraser Perimeter Road project in Delta and Surrey, which falls on traditional Musqueam lands.

¥ Federal Sale of the Sinclair Center and the Jericho Lands - In October, 2014 it was announced that three Lower Mainland First Nations (Musqueam, Tsleil-Waututh and the Squamish) had partnered with the federal Crown Corporation, Canada Lands, to acquire three former federal government properties worth \$307.2 million, including the:

¥ 52-acre Jericho Lands in West Point Grey, formerly owned by the Department of National Defence.

¥ 21 acre Heather Street lands, the site of the former RCMP E-Division headquarters

¥ 5 acre parcel of former Department of Fisheries and Oceans vacant land, in is West Vancouver at Marine Drive.

The Musqueam, Squamish and Tsleil-Waututh First Nations and Canada Lands Company also announced a joint venture partnership that establishes an equal interest in the lands with 50% collectively held by the aboriginal groups and the other half held by Canada Lands. The properties will be developed.

#### Other Considerations

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#### Recent Court Decisions

¥ William Decision: In this landmark June 2014 decision the court found that holders of Aboriginal title have similar property rights to private property owners. They have the right to: decide how the land will be used; the enjoyment and occupancy of the land; possession of the land; the economic benefits of the land; and the use and management of the land.

The court also said how the government must deal with land that is subject to an Aboriginal title claim. Even where title is not yet proven, the government has a duty to consult and accommodate the Aboriginal group. Where the claim to title appears to be strong, this will require a high level of consultation and possibly accommodation. Where the claim is particularly strong, the government may have the obligation to preserve the land until the claim is resolved.

¥ Sun Peaks Decision: In May 2013 the B.C. Court of Appeal has overturned a Supreme Court judgment, ruling that the provincial government adequately consulted with Adams Lake Indian Band over the incorporation of Sun Peaks.

The court ruled that the incorporation simply replaced one form of local government with another. The area was previously governed by the Thompson-Nicola Regional District and municipal incorporation had minimal effects on the band's claim to aboriginal title and rights.

#### Culture & Protocol

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#### Summary

¥ The Musqueam Band is now probably the top land developer in Vancouver.

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¥ In the longer term the Musqueam will be interested in having the maximum opportunity

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## **APPENDIX 2**

### **Miscellaneous Supplemental Information**

#### **Treaty Stages**

- Stage 1: Statement of Intent to Negotiate
- Stage 2: Readiness To Negotiate
- Stage 3: Negotiation Of a Framework Agreement
- Stage 4: Negotiation Of An Agreement In Principle
- Stage 5: Negotiation to Finalize a Treaty
- Stage 6: Implementation of the Treaty

#### **Musqueam Capital Corporation (MCC)**

The Musqueam Indian Band (MIB) Chief and Council established the Musqueam Capital Corporation (MCC) in 2012 as a business company with the responsibility to manage the Band's business activities. MCC reports to the Musqueam Band Council through a nine-member Board of Directors including:

- Chief Wayne Sparrow, Chairman of the Board,
- two Councilors (Ms. Allyson Fraser and Mr. Nolan Charles),
- two Community Members (Mr. Bill Guerin and Mr. Jordan Point),
- a finance expert (Ms. Denise Turner),
- a government enterprise expert (Mr. Mike Harcourt),
- a business management expert (Mr. Bob Standerwick), and a
- Real estate development expert (Mr. Jim Cox).

The Chief Executive Officer (CEO) of MCC, Mr. Steve Lee - Acting, reports to the Board.

MCC is responsible for existing revenue-producing properties, planning and executing the development or redevelopment of those properties and vacant lands both on- and off-reserve, as well as the development of new business plans.

MCC is mandated to generate an annual revenue stream from profits realized through business operations, capital appreciation and leases and/or property management revenues. It is to act as a catalyst to create interest in the business areas of the MIB, provide support to existing MIB businesses and support entrepreneurial opportunities and long-term employment for MIB members.

## **MCC Projects & Properties**

### **CELTIC SHORES PROPERTIES LTD.**

- a residential subdivision on the Celtic shipyards, a 3.5-hectare piece of waterfront near the reserve that the band had bought in 1988.

### **MILLTOWN MARINA**

- Located in the slough, adjacent to Richmond Island
- Limited liability partnership with Bastion Development (50/50), 50 year land lease from Port Metro Vancouver
- 237 Marina slips, 200 Dry stack slips
- 10,200 sq. ft. Commercial buildings:
- Opened June 2013

### **BLOCK F (University Endowment Lands)**

- 21.44 acre parcel of forested land located in the University Endowment Lands
- MCC will market the property to potential developers as a long term prepaid 99-year leasehold opportunity to build townhouses, condominiums, a 120-room hotel and a small retail component. A three-acre park is to be provided.
- Public consultation process underway, leading to a rezoning application

## **Asset Management**

### **SHALIMAR TOWN HOUSES**

- Incorporated in April 1998 and wholly owned by Musqueam Indian Band
- Primary activity is the rental of multi-unit residential property known as Shalimar Place, 76 townhouses & 1 house

### **FRASER ARMS PROPERTY**

- Purchased in 1994 as a mixed use retail/residential, long term leasehold to help preserve and protect a large midden that underlies the site
- Leased to Imperial Hospitality in 2010 on 24 year lease with renewal every 8 years

### **GLENLYON OFFICE BUILDING**

- 94,000 sq. ft. office building on a 4 acre site located in the Glenlyon Office Park in Burnaby BC (formerly the Nokia Building)
- Acquired as part of the Musqueam/CLC partnership sale of the Garden City Lands in Richmond BC. This was a City of Richmond / Federal Government dispute over a 55-hectare block of Richmond farmland. The Band chose to swap its interest in the land for clear title to the Nokia building. The building, formerly owned by Canada Lands Co., the Crown agency that handles the federal government's surplus land, now brings the Musqueam about \$1.75 million annually in lease payments.

### **Golf Courses**

#### **MUSQUEAM GOLF AND LEARNING ACADEMY**

- 57 acre golf course and driving range
- 50/50 Partnership with Gino Odjick

#### **UNIVERSITY GOLF CLUB**

- 146 acre golf course/driving range/club house
- Must remain a golf course until 2083
- Current operating agreement ends 2015, commencing discussions with our tenant for an early renegotiation of their lease

#### **SHAUGHNESSY GOLF CLUB**

- 160 acre private golf club
- 99 year lease expiring in 2032 (agreement requires that it remain as a golf club until 2083)

### **UEL Approval Process**

A Rezoning Application for the property has been submitted on December 9<sup>th</sup>, 2013 and is now under review by UEL Administration Management Staff.

The proposed project would be a phased development. The earliest we could see the start of any building construction would be 2015. We anticipate all phases of the project would be complete within 10 to 12 years from the start of construction.

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### **Chief Ernie Campbell on Treaty Negotiations**

“Everybody was excited,” he says of the six-stage negotiating process that was inaugurated in 1992. “I kept saying the mechanism’s there. The principles were there, the 19 principles that would guide the negotiations. We had the treaty commission, the referee, the monitor . . . everything was there. But we had a rude awakening: it was getting the other two parties to live up to them, and they didn’t because they came with the mandate they had. They kept saying, ‘Oh, we don’t have a mandate.’ . . . The attitude of Canada and B.C. toward this treaty has to change. They’ve gotta do the right thing: just sit down and get a mandate to negotiate the land question.”(BC Business 2010)





## **Invoice**

Dale Wall

Re: University Endowment Lands Workshop – Preparation, Delivery and Reporting -  
October 27, 2014 to December 16, 2014

### **Fees and Expenses**

Rate - \$1,500/day

#### Fees

Dale Wall

- Workshop Preparation – 1.5 days
- Workshop Delivery - 0.6 days
- Workshop Reporting – 1.5 days
- Total Time – 3.6 days

**Total Fees for Dale - \$5,400**

Bob de Faye

- Workshop Preparation and Reporting – 1 day
- Workshop Delivery – 0.6 days

**Total Fees for Bob - \$2,400**

**Total Fees for Dale and Bob - \$7,800**

#### Expenses

- None

**Total Fees and Expenses - \$7,800**

Please Make Cheque Payable To:

Dale Wall,

## Finnegan, Jennifer CSCD:EX

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**From:** Marotz, Nicola CSCD:EX  
**Sent:** Thursday, November 20, 2014 11:01 AM  
**To:** s22  
**Cc:** Paget, Gary CSCD:EX; Bindra, Rena CSCD:EX; Edmondson, Marijke CSCD:EX  
**Subject:** RE: catch up

Ken:

NR

On the topic of UEL governance, your thoughts are appreciated. Based on those, and our own thinking coming out of the workshop, set out is a brief agenda for Monday

- Reflections on the November 13 workshop
- s13, s16
  - Direction being sought
  - Roles and responsibilities
- Work needed (short term)
  - Documents
- Other possible work needed

I think the conversation will be quite fluid, so these topics are really just a guide. We are checking in with Jay tomorrow to help him catch up on what came out of the workshop, so that may produce further thoughts (as well, Dale is working on his recap report, which will also be of assistance when it is complete).

Hope this works for you – looking forward to chatting on Monday.

Cheers

Nicola

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NR

Page 28 redacted for the following reason:

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NR

NR

**From:** Ken Cameron s22  
**Sent:** Wednesday, November 19, 2014 12:56 PM  
**To:** Marotz, Nicola CSCD:EX  
**Cc:** s22  
**Subject:** RE: catch up  
Hi, Nicola.

NR

Monday the 24<sup>th</sup> at 1:00 pm will work fine with Clive and me.  
Given the shifting of the direction of the project more into the hands of the Ministry, we think it would be appropriate for you to develop the agenda for our meeting, although we would be happy to continue doing that if you wish.  
In any event, these are some of the things that we think we should discuss in addition to the overall outcome of the brainstorming session:

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Just a few initial thoughts. Let me know if we can be of further assistance in preparing for the conversation.  
Ken Cameron FCIP RPP

s22

**From:** Marotz, Nicola CSCD:EX [<mailto:Nicola.Marotz@gov.bc.ca>]  
**Sent:** November 19, 2014 6:39 AM

**To:** s22

**Subject:** catch up

Hi Ken and Clive – sorry for the delay in getting back to you post workshop

NR

I was hoping that we could schedule a catch up phone call with you – would Monday (24<sup>th</sup>) at 1 p.m. work? If so, I'll send out a meeting invite for your calendars. Looking forward to chatting again.  
Cheers Nicola

## **Finnegan, Jennifer CSCD:EX**

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**From:** Ken Cameron s22  
**Sent:** Wednesday, December 3, 2014 1:43 PM  
**To:** Bindra, Rena CSCD:EX  
**Cc:** Marotz, Nicola CSCD:EX; Clive Rock  
**Subject:** Edits to November 13 workshop notes  
**Attachments:** UEL Workshop Notes November 2014\_draftKen Cameron Inc Comments.docx

Hi, Rena.

As promised, here are our suggested edits to Dale's draft workshop notes.

Call me if you have any questions.

Ken Cameron FCIP RPP

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Pages 32 through 56 redacted for the following reasons:

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## **Finnegan, Jennifer CSCD:EX**

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**From:** Marotz, Nicola CSCD:EX  
**Sent:** Wednesday, November 12, 2014 6:57 AM  
**To:** Paget, Gary CSCD:EX; Bindra, Rena CSCD:EX; Scowcroft, Lesley CSCD:EX; Edmondson, Marijke CSCD:EX; s22 Braman, Jonn CSCD:EX; Schlosar, Jay M CSCD:EX  
**Cc:** 'Dale Wall'  
**Subject:** UEL workshop slides  
**Attachments:** UEL Workshop Slides.pptx

For tomorrow's workshop... here are the slides Dale will be using to facilitate the conversation and get your thoughts on how to fill in the gaps. Looking forward to seeing you tomorrow -- start time is 9:30 a.m.

Cheers

Nicola

# UEL Project Workshop

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# Agenda

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1. Welcome and Introductions - Dale
2. Workshop Overview - Dale
3. Starting Point - Background and Opening Assumptions - Nicola
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5. s13
6. s13
7. Finishing (12:30 - 1:00)
8. Post-Mortem-Rethink (1:00 - 1:30)

# Welcome and Introductions

# Workshop Overview

# Workshop Overview

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- This is about **how not what**.

s13

- Choices matter

s13

s13

- Lots to do
- Logistics - Food/Coffee/Washrooms/what else?

# Starting Point

# Starting Point: Background and Opening Assumptions

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- Nicola
  - Background
  - Work to Date
  - Major Assumptions



# External Factors

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- Here are some of the things that may impact or alter the context

s13, s16

- Block F Development approval process;

s13, s16

s13, s16

**What other external factors do you think might come into play?**

- We will need to keep these in mind as we work through the rest of the project plan.

# Part 1 -

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s13, s16

s13, s16

s13, s16

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- (Minister hears appeals of development permits, accounting does not provide for reserve funds to manage risks)

s13, s16

s13, s16

- **Key parties** are Musqueam First Nation, Residents, City of Vancouver, Metro Vancouver, UBC.

s13, s16

**What Works Here? What Does Not Work? What's Missing?**

**What do you need to hear to go to the next step?**

**What are the red and yellow flags? Can you manage these? How?**

# Working With UEL Staff

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s13, s16

**What issues need to be addressed?**

**How best to do this in a climate of uncertainty?**

# Part 2 -

s13, s16

s13, s16

# Framing the Question

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- How to position the project?

s13, s16

**What works here? What is missing? What needs to change?**

# Part 3 -

s13, s16

s13, s16

## - Some Key Questions

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- Where is the give and take?

s13, s16

- Look at the interests and potential positions of the parties.

**Are the realistic? How does the ministry respond?**

s13, s16



# Parties

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- Musqueam First Nation
- Residents
- City of Vancouver
- Metro Vancouver
- UBC

# Musqueam First Nation

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- Perspective - Bob
- Potential Position - they have important agreements with the provincial government,
- address your concerns? We need to understand the specific nature of your concern and see if we can find ways to address it

s13, s16

s13, s16

s13, s16

s13, s16

**What are the key interests of the Musqueam?**

s13, s16

# UEL Residents

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- We want local choice. We will press provincial elected officials, the City of Vancouver and Metro Vancouver for our fair say.

s13, s16, s17

# City of Vancouver

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- Perspective - Ken

s13, s16, s17

- What questions should be considered in framing a response?

**Can we determine infrastructure deficit? Can anything done to equalize taxes**  
**How about linkage to other issues?**

s13, s16, s17

s13, s16

s13, s16

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s13, s16

**Do we have all the information we need?**

# Metro Vancouver

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- Perspective - Ken

s13, s16

# UBC

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- Perspective - Ken

**What about UBC?**

s13, s16

# Reality Check -

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s13, s16

s13, s16



# Reality Check -

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s13, s16

s13, s16

# Part 4

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## Finishing

s13, s16

s13, s16

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# Part 5 - Post Mortem

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s13, s16