RENEWING
RIVERVIEW
IMAGINE THE POSSIBILITIES

A VISION FOR RENEWING RIVERVIEW

DECEMBER 2015

BC Housing

ACKNOWLEDGMENTS

Thank you to the people of Coquitlam and all British Columbians who shared their opinions during the public consultation process to help create this vision for a Renewed Riverview.

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INTRODUCTION

In 2013, the Province of British Columbia entrusted BC Housing to create a plan for the future of the Riverview Lands with a mandate to develop a Renewed Riverview. This mandate came with a range of opportunities and challenges to navigate, for both BC Housing and the many stakeholders who care deeply about the future of the site.

This vision has been created through two years of engagement and consultation.

A Vision for Renewing Riverview marks a major milestone in the journey, and will guide long-range planning. Its purpose is simple: to articulate a forward-thinking, creative and pragmatic vision for a Renewed Riverview — one that balances the social, economic and environmental objectives of the Province, the City of Coquitlam, the Kwikwetlem First Nation and the local community.

ABOUT THE LANDS

At 244 acres, the Riverview Lands are one of the largest urban redevelopments in Western Canada. The site is located in southeast Coquitlam, close to the Cape Horn interchange, downtown Coquitlam and the future Coquitlam Centre Station of the Evergreen Line.

For about 100 years, the Riverview Lands have been a centre for the treatment of mental illness and addiction. The provincial government has held title to the land since 1904 and its primary use for the past 100 years has been for mental health care service delivery.

The Lands are home to 75 buildings comprising 153,640 square metres (1,653,767 square feet) of space. Buildings and infrastructure on the Lands vary in age from approximately two years to more than 90 years. Natural areas, ravines and watercourses provide an ecological connection to Colony Farm to the east and Riverview Forest to the west. The Lands also host an extensive collection of approximately 1,800 mature trees.

MESSAGE FROM THE MINISTER

The Riverview Lands are an important part of British Columbia's story, speaking to its past, its present and its future. The Lands have strong ties to the local community — particularly the Kwikwetlem First Nation — and the thousands of British Columbians who have called Riverview home, and those who call Riverview home today.

The vision for a Renewed Riverview provides opportunities for all stakeholders, while honouring a diversity of views. The renewal of the site will follow core guiding principles informed by the site's history; previous uses and significance; existing physical and natural features; local and provincial views; and the values of the community and the Kwikwetlem First Nation.

Renewing Riverview is challenging, as the Province must balance competing visions for the site. This will involve frank discussions along the way, particularly around financial constraints and the site's break-even mandate.

Getting to this point has taken many steps. The Province recognizes the City of Coquitlam's unique and special interest in Riverview. The Province also acknowledges the Kwikwetlem First Nation's aspirations for a Renewed Riverview, while building on a partnership of shared understanding.

The Riverview Lands are an important part of British Columbia's story, speaking to its past, its present and its future.

The Province extends its thanks to the many British Columbians who have brought their thoughtful, heartfelt and creative ideas to this process over the last two years.

Honourable Rich Coleman

Minister of Natural Gas Development &
Minister Responsible for Housing and Deputy Premier

ABOUT BC HOUSING

BC Housing was created in 1967 to deliver on the Province's commitment to develop, manage and administer subsidized housing. This includes a wide range of housing options across British Columbia. Our mandate also includes responsibilities for the administration of the *Homeowner Protection Act*, which strengthens consumer protection for buyers of new homes and in turn improves the quality of residential construction.

To learn more about BC Housing, visit our website at:
www.bchousing.org

BC Housing

WHY BC HOUSING?

BC Housing is a public agency and one of the biggest developers of housing in the province, with extensive experience in leading community consultations to develop complex projects, working in partnership with all levels of government, First Nations, non-profits and private developers.

Equally important is that BC Housing works closely with non-profit providers to deliver housing and support options for vulnerable individuals and their families, including people who are homeless or at risk of homelessness, women fleeing violence, frail and low-income seniors and low-income families.

BC Housing is also one of the largest developers of Leadership in Energy and Environmental Design (LEED) in British Columbia.

BC Housing is ideally positioned to lead this partnership, and to continue working closely with all interested parties in a true spirit of collaboration.

A BREAK-EVEN MANDATE

The break-even mandate has been a core guiding principle for the Renewed Riverview visioning process from the beginning.

A break-even mandate means that all costs associated with future uses at a Renewed Riverview—such as restoring heritage buildings, infrastructure upgrades and improvements, the preservation of natural areas and open space, and community amenities—will come from revenue generated by the property.

This funding model ensures that investing in Riverview benefits the community in the long term, in that it can be sustained beyond the initial investment.

A break-even mandate does not aim to generate revenue for the Province, but simply covers the Province's investment in the land.

CONSIDERATIONS RELATED TO THE BREAK-EVEN MANDATE:

Funding for health care programs does not fall under the mandate.

Health care facilities are neutral in terms of revenue generation, and are outside of the break-even mandate. Funding for healthcare programs at Riverview will be covered through/by the related provincial agencies or ministries that oversee them.

Opportunities to partner with other government agencies and private partners will be explored for revenue generation.

This includes:

- Creating incentive programs for private investment to fund infrastructure.
- Leveraging existing government funding to support on-site programming (such as health care funding).
- Exploring new revenue-generating business opportunities.

THE MANDATE IN ACTION

The East Lawn building was built in 1930, and is in very poor condition with an estimated renewal cost of $25 million. If the land use plan included renovating the East Lawn Building under the break-even mandate the Lands would have to generate the revenue to restore it, potentially through market housing.

Restoration costs for the East Lawn Building would require one of the following:

- Building 80 single-family units at $885,000 per house
- Building 450 townhouse units at $475,000 per unit
- Building 500 condominium units at $320,000 per unit

— Tsur Sommerville, as presented at Open House #4

WORKING WITH THE KWIKWETLEM FIRST NATION

The Kwikwetlem First Nation (KFN) has a 9000-year history living on the banks of the Coquitlam River and claims the Riverview Lands as part of its traditional territory.

In respect of this interest and the Nation's ties to the land, in 2012 the Province and the KFN entered into a Protocol Agreement regarding the visioning process. The protocol details the Province's legal and ethical requirements to respect the Nation's aspirations.

Recently, the KFN presented the Province with a document entitled *Community Principles and Objectives.* This document is included at the end of this report as Appendix B, and further outlines the KFN's position.

As we move forward, the Province remains committed to honouring the KFN's connection to the land while providing opportunities for its members.

A CONVERSATION TIMELINE

2012

November 2012
To guide the discussion of the future use of the Riverview Lands, the KFN and BC Housing signed a protocol agreement.

2013

December 2013
BC Housing initiated a consultation with the KFN, exploring the Nation's long-term interests in Riverview and how those interests could be incorporated.

2014

July 10, 2014
The KFN provided a Riverview Position Paper advising the Province of the Nation's claim to Aboriginal title interests to the Riverview Lands.

October 1, 2014
BC Housing conducted a visioning session with the KFN as part of its third round of open house sessions.

2015

December 4, 2015
The KFN presented a *Community Principles and Objectives* document to BC Housing executives.

> "The KFN expect the Riverview Lands to be developed to a highest and best use standard. The KFN objective for highest and best use would be predicated on the maximization of a sustainable economic return to the Nation into the long term future."
>
> — *Chief Ron Giesbrecht of the Kwikwetlem First Nation*

THE VISIONING PROCESS

The visioning process acknowledges that Riverview is public land, and as such, the public and other stakeholders should be actively engaged in creating a plan for its future.

BC Housing consulted with thousands of people on the outcomes for the Riverview Lands. The goal was to engage as many voices as possible, connecting with a broad range of stakeholders through direct engagement, public open houses and an active online presence.

A Vision for Renewing Riverview reflects this collective input.

CONSULTATION AND ENGAGEMENT PROCESS

Public open houses

Between February 2014 and June 2015, BC Housing held four public open houses:

Open House Round #1: Collecting Ideas
This was an opportunity for members of the public to get to know BC Housing and our project team. Materials, including display boards, gave an overview of the history and natural features of the site. The project's guiding principles were also introduced, setting the foundation for the visioning process.

Open House Round #2: Creating Goals
These sessions summarized feedback gathered to date, and provided an opportunity for the public to reflect on, and react to that feedback. Preliminary project goals were also presented.

Open House Round #3: Ideas for a Vision
These sessions consisted of a series of co-design workshops, offering a creative and interactive way to explore the future of Riverview. These workshops — known as design charrettes — paired participants with artists, enabling them to bring their ideas for a Renewed Riverview to life through illustration.

Open House #4: Panel Discussion

BC Housing hosted a panel discussion and open forum to delve further into key recurring themes.

GUIDING PRINCIPLES

The Riverview visioning process was guided by the following principles:

- An open, transparent and inclusive approach.
- The balance of overall social, economic, environmental and First Nations aspirations.
- Acknowledgment of previous consultation processes and reports.
- All costs associated with future use, such as heritage building restoration, infrastructure upgrades and community amenities, must come from revenue generated from the property.
- A 'break-even' mandate allows for an open evaluation of future use and how it will be paid for.
- A commitment to maintain as much open space as currently exists.

Online open houses

In addition to the four open houses, BC Housing also engaged with people throughout British Columbia and gathered valuable feedback using an online consultation platform.

Advisory groups

Following the initial open houses, the BC Housing project team met with advisory groups including: provincial agencies and project partners, the City of Coquitlam; the Tri-Cities Homelessness & Housing Task Group; the Tri-Cities Chamber of Commerce; the Burke Mountain Naturalists; the Riverview Horticultural Society; and other municipalities.

As part of the public engagement process, the broader community was consulted through community kiosks and social media.

This process was complemented by distinct consultation carried out between BC Housing and the Kwikwetlem First Nation.

A summary of feedback, including reports and other submissions from a variety of Stakeholder groups, can be found in Appendix A.

ADVISORY GROUPS SUMMARY

Following our initial open house, the project team met with advisory groups who provided comments throughout the Vision process.

Environment

What we heard from the Riverview Horticultural Centre Society and Burke Mountain Naturalists:

- Both groups will prepare formal feedback for BC Housing.
- Questions about:
  - The public consultation process, Open Houses, stakeholder groups and advisory groups
  - The future of mental health care on the site
  - Current maintenance costs and revenues
  - How personal stories from Riverview's past will be incorporated in a Renewed Riverview
- Recommendations:
  - For adaptive re-use of existing buildings (eg. West Lawn as a seniors assisted living residence)
  - To explore relationships with Kwantlen, UBC, Douglas College and Colony Farms
  - Thoughtful maintenance of the trees and grounds

Economic

What we heard from the The Tri-Cities Chamber of Commerce:

- Questions about opportunities to partner with BC Housing for economic and development opportunities on site.
- The Tri-Cities Chamber of Commerce will be circulating a formal policy paper to other British Columbia chambers of commerce once drafted.
- The Chamber has requested a working session once the policy paper has been submitted.

BC Housing is also in discussions with the Kwikwetlem First Nation regarding economic development considerations.

Social

What we heard from the Tri-Cities Homelessness & Housing Task Group in its Statement of Needs:

- A desire for mental health care and addiction facilities.
- A desire for mixed-use housing including: transitional supportive housing, affordable housing, and various types of housing for Riverview employees.
- The desire for public transit at Riverview to support services and residents.
- Recognition of the Kwikwetlem First Nation's aspirations for the Riverview Lands.

Municipal

What we heard from City of Coquitlam Council, staff and the Riverview Lands Advisory Committee:

- Questions about the public consultation feedback to date.
- Requests for more information on the Province's commitment to future health care uses.
- Requests for greater clarity on Building Condition Assessment Reports.
- Recommendations for greater public outreach as part of the Vision.

OUR COMMITMENT

BC Housing believes *A Vision for Renewing Riverview* must achieve the following objectives if the Riverview site is to truly be revitalized.

Maximize the potential value of the Lands

The Riverview Lands are a significant land asset for the Province of British Columbia. Any plan going forward must consider best uses for this unique site and the broader community. At the same time, the approach to a Renewed Riverview must align with key themes and aspirations BC Housing has expressed through the engagement process.

A commitment to a break-even mandate

Financial considerations must include a break-even mandate. All costs incurred to develop the site must be funded through revenues generated by the Lands.

This would include costs relating to maintaining and operating the site, site infrastructure, community amenities, green space and stream maintenance, removal of hazardous materials, building demolition, and building renovation and/or restorations.

A commitment to integrate mental health care services

Given the historic use of the site for mental health care delivery, inclusion of a mental health precinct that addresses mental health and support services at the community level is the cornerstone of a Renewed Riverview.

Integration of open space planning

We have committed to maintain as much of the site's existing open space as possible. Public space and community uses will be an essential component of a site with many diverse uses.

Integration of environmental and sustainability considerations

A goal of the planning process is to establish and implement tools to ensure sustainability principles are applied in planning, design and construction across all Riverview projects and buildings. This includes a sustainability framework, an environmental management plan (EMP), and green building requirements.

Consideration for the natural environment

The site is home to diverse wildlife, natural watercourses, slopes, gardens and areas with natural vegetation. Maintaining or improving the state of these natural elements is fundamental to any plan for a Renewed Riverview. Similarly, any plan must promote environmental sustainability by preserving the site's natural systems. Efforts should also be made to integrate natural areas into the open space system (such as using green features to act as natural drainage patterns) to reduce reliance on costly engineered solutions.

Integration of economic development opportunities

Economic development opportunities and public uses are being examined as part of this vision. Some examples include the potential for employment opportunities for those with mental illness, and for those living on-site, as well as the possibility of seeing academic institutions locate on the site.

Integration of a heritage conservation plan

Any plan for a Renewed Riverview must develop appropriate methods for conserving heritage values relating to existing buildings and site features. This may include identifying potential reuses, detailing heritage conservation methods and protocols, and evaluation of costs and benefits for each potential use/re-use in terms of economic, social and environmental values.

Integration of First Nation values

Any plan for a Renewed Riverview must reflect the consultation and partnership between BC Housing and the Kwikwetlem First Nation.

Integration of civil infrastructure

A Renewed Riverview must be informed by and built around interim and ultimate requirements for road networks, pedestrian and vehicular access, transit, site grading, soil management, stormwater management, district local energy supply, and local servicing/utilities. In support of the City of Coquitlam's Strategic Transportation Plan, BC Housing is consulting with the City to address improvements to Lougheed Highway and road access.

Consideration of contaminated soils and hazardous materials

In 2012, the Provincial Health Services Authority (PHSA) commissioned a detailed site investigation and assessment of remediation costs for the Lands. This report found soil and/or groundwater contamination at four different sites. Removal and remediation of these areas must be managed in accordance with the *Environmental Management Act* and should be accounted for in all planning.

THEMES AND VISION

At the heart of BC Housing's vision for Renewing Riverview are five core themes. Each of these component parts will contribute to renewing a thriving, complete Riverview community.

1 MENTAL HEALTH CARE

BC Housing is committed to ensuring a Renewed Riverview provides the necessary support to set a new standard in healthy community design, which follows best practices in mental health care.

WHAT WE HEARD

- At every stage of the engagement process, expanding mental health care at Riverview was the top use identified by public participants. It was also identified as a major priority by advisory groups, the City of Coquitlam, and the Riverview Lands Advisory Committee.
- Riverview should expand its mental health care functions and set a new standard for health care in an inclusive and supportive community.
- Current best practice suggests the greatest support for those with mental illness is through integrated and diverse communities, not isolated enclaves.
- The best practice in caring for those with mental illness is to accommodate them in the neighbourhoods where they live. This neighbourhood should include a diverse network of supportive individuals and a range of housing choices.
- Riverview must be an accepting and inclusive place that also provides community services.

VISION

Facilities:

The vision features a mental health care district, with doctors' offices and transitional housing, to build on existing services located at Riverview. This includes encouraging clinical facilities to locate here, as well as private addiction/rehabilitation treatment facilities providing complementary services. We will also explore the re-use of existing buildings; and integrating heritage elements into new building and public space designs where feasible.

Community services:

The vision will integrate community services throughout Riverview, providing a range of support, to enable people with mental illness

> "There's an opportunity in Riverview to have a series of intensities of care—from a highly expert institutional setting to a community that is designed to accommodate people with serious mental illnesses, as well as everyone else."
>
> — *Dr. Julian Somers, Professor of Health Sciences at Simon Fraser University*

to thrive in the place they can call home. This includes creating services and amenities that establish a competitive and attractive employment environment.

Community design:
The vision will explore opportunities to locate community service providers at Riverview and integrate wellness aspects of community design wherever feasible, such as street trees, landscaping, public art, heritage and cultural features, urban food and community gardens, walking and biking infrastructure, and public exercise.

THE RATIONALE

History:
Riverview has an extensive history as a place dedicated to mental health care. There are three existing, active mental health care lodges on-site that have been operated by Fraser Health Authority since 2000. The Brookside and Hillside buildings, operated by Coast Mental Health, were renovated in 2015 to accommodate 40 new beds dedicated to Severely Addicted Mentally Ill (SAMI) patients. These facilities will continue serving those with mental illness.

Best practice:
Mental health experts advocate for an integrated community care model. Through this approach, the required services and support are provided in communities where people live, allowing them to transition and flourish in an inclusive and supportive environment.

Healthy communities:
Additional research in the area of healthy community design shows that healthy communities include more than just health services. For example, trees, public art and other features are viewed as being especially beneficial to creating a positive community.

Capacity:
Riverview's size allows for the proposed infrastructure and has the capacity to address much of the demand for the region's mental health care services, while also meeting other goals for the site.

Existing community demands:
Integrating health services into a diverse community would allow a Renewed Riverview to address the demand for services while providing care in a way that avoids isolating those with mental illness.

An architectural rendering of the facilties that will house the programs when relocated to the Riverview Lands.

RELOCATION OF WILLINGDON MENTAL HEALTH CARE PROGRAMS TO THE RIVERVIEW LANDS

Stakeholder feedback throughout the vision process has indicated strong support for mental health and substance use facilities on the Riverview site. As part of the vision for a Renewed Riverview, the Province has announced that three existing mental health and substance use programs currently located at the Willingdon site in Burnaby will be relocated to the Riverview Lands in Coquitlam. Relocation to alternate, expanded facilities will improve operations and overall health and safety for patients, while allowing for synergistic therapies between programs.

The three existing programs to be relocated are:

The Maples Adolescent Treatment Centre (Maples):
The Maples Centre is one part of the provincial Child and Youth Mental Health service network that provides an array of direct residential and community services for youth and their families.

The Provincial Assessment Centre (PAC):
The Provincial Assessment Centre (PAC) is mandated to provide multi-disciplinary mental health services for referred individuals ages 14 and older with a developmental disability and a concurrent mental illness, or behaviour issue.

The Burnaby Centre for Mental Health and Addiction (BCMHA):
The BCMHA provides specialized inpatient treatment services for BC adults (over 19 years) with severe and complex concurrent substance addiction and mental health disorders.

2 HERITAGE AND ENVIRONMENT

BC Housing is committed to a Renewed Riverview that respects heritage, culture, and the natural environment.

WHAT WE HEARD

- A strong public commitment to maintaining the natural environment and open spaces at Riverview, particularly the site's diverse collection of trees.
- Support for environmental preservation and nature activities.
- Widespread interest in retaining existing buildings and exploring their future potential, with the majority of survey respondents identifying the four Lawn buildings as being of greatest significance.
- The Kwikwetlem First Nation's extensive historical and cultural ties to the Lands and the Nation's wish to see this connection recognized in a Renewed Riverview.

VISION

A commitment to maintaining open spaces:
This remains one of the guiding principles for the Renewing Riverview process, and an area of focus during the planning and development phases.

A commitment to maintaining the site's extensive tree collection and forest:
Riverview's core collection of trees will be preserved. BC Housing has hired landscape architects to oversee the land-use planning process and conduct reports and studies on tree viability.

A commitment to exploring the reuse of the heritage buildings:
Restoration and renewal of older buildings will be considered based on an analysis of replacement costs versus renewal costs, according to a Facilities Condition Index.

A commitment to preserving the natural landscape:
It is important to consider the impact on the natural habitat when determining the future use of the Riverview Lands, and use development as a catalyst to enhance and protect the natural environment.

"The mature trees situated throughout the lands should be well maintained as a living museum for visiting professionals and tourists."

— Riverview Horticultural Centre Society

Our vision includes the identification, protection, and maintenance of unique and important tree species on the site. The map above illustrates the priority focus study areas.

A commitment to our partnership with the Kwikwetlem First Nation:

Any plan for a Renewed Riverview must respect and recognize the distinctive history, traditions and aspirations of the Kwikwetlem people related to the property.

A commitment to extend and enhance Riverview's trail system:

This is part of the greater overall vision of improving Riverview's public spaces. It also connects to resource creation, and finding means to generate the funds required for continued maintenance of the property.

In support of these and other broad goals under the heritage umbrella, BC Housing has contracted the services of heritage consultant, Don Luxton.

THE RATIONALE

Trees:

The Riverview Lands are home to approximately 1,800 mature trees, some unique to Western Canada. The collection, started around 1912, includes native and non-native species and grew as the site developed. Many consider the tree collection an integral part of the site's heritage, with some viewing it as British Columbia's first arboretum.

Buildings:

No existing buildings on the Riverview Lands are currently recognized as designated heritage sites. However, a Statement of Heritage Significance has been submitted to the Province by the City of Coquitlam.

Building assessments:

In 2013, BC Housing conducted assessments of 43 of the Riverview Lands' most crucial buildings. These assessments were carried out by project technologists trained in facility assessment. Key building aspects were evaluated including their foundations, windows, plumbing and electrical infrastructure. Early assessment did not explore the costs associated with seismic upgrades, hazardous materials abatement, building code upgrades, environmental decontamination or sprinkler/fire safety systems upgrades. All buildings have yet to be classified against a Facility Condition Index.

For each of the 43 buildings on-site, this prompts a simple but direct question that must be asked: *Can building X be saved in its current condition?* This leads to a bigger question about the costs involved in preserving each building, relative to the cost of a complete rebuild.

3 A COMPLETE COMMUNITY

BC Housing is committed to designing a complete community on the Riverview Lands.

WHAT WE HEARD

- The overarching view that Riverview must be an accepting and inclusive place that provides services to the community, with support for the idea of a complete community.
- Strong advocacy for a complete community has come from mental health professionals. Best practice in caring for those with mental illness is to accommodate them within neighbourhoods that include a diverse mix of other residents and housing choices.
- There is a potential opportunity for the future Riverview community to address housing affordability issues in the Tri-Cities.
- There is a desire to see a Riverview that is suitable for families and seniors — one that includes recreation spaces and a range of housing choices.

VISION

A Renewed Riverview community is compact, mixed, inclusive and healthy, and provides for the needs of its residents while representing a vibrant work environment.

Riverview currently includes a mix of housing, medical and government facilities, a daycare and an ambulance station. While a small community already exists, a Renewed Riverview has the potential to significantly grow and attract new residents, bringing new amenities, energy, and diversity.

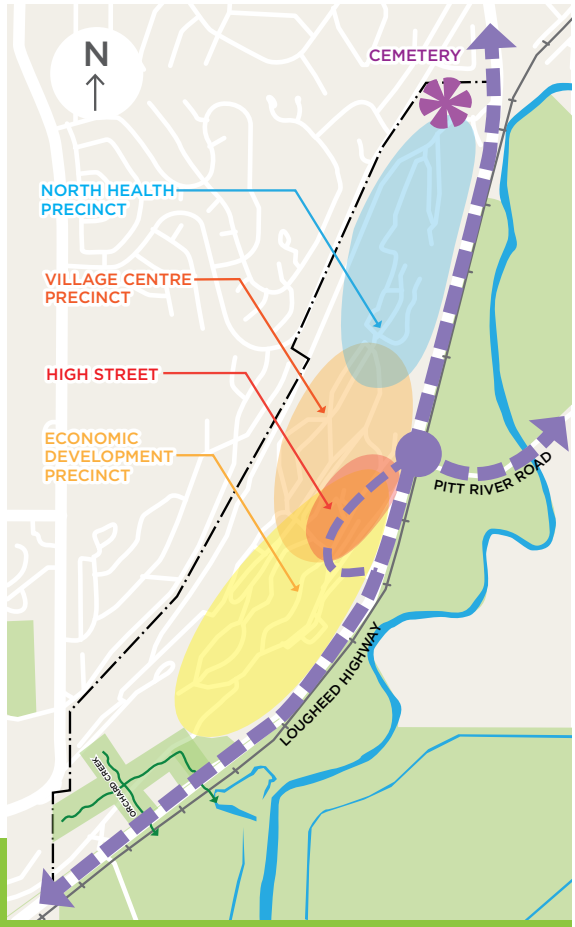
Additional benefits include improved public health; a full range of active transport options, as residents will be able to capitalize on the close proximity of amenities and services by walking and biking to them; reduced energy use in buildings; additional green design options; less sprawl; and more affordable housing choices.

"...The ideas that support the creation of 'complete communities' and offer support for the model of 'health and wellness' for everyone is aligned with Metro 2040 and the regional growth principles."

— Metro Vancouver Regional Parks letter, January 2015

THE RATIONALE

- Complete communities meet the needs of those with mental illness by embracing best practices, advocated by professionals in the field.
- Complete communities provide a diverse range of housing choices within the Riverview Lands, opening the site up to a greater number of potential residents of all ages and incomes.
- A complete community will help offset the issue of affordable housing in the Tri-Cities by providing some much needed rental stock.
- BC Housing's commitment to a complete community at Riverview is also about health — one of the three tangible benefits of a complete community, that also includes social and economic benefits.



WHAT IS A COMPLETE COMMUNITY?

It's a place where the community's daily needs are all within a 5–10 minute walk, including shops, services, schools, parks and public places. It features mixed housing of all types, and is compact and connected — a home for people of all ages and income levels. It's also a place that fosters jobs, training, education and entrepreneurship.

4 HOUSING

A Renewed Riverview will offer a range of housing options, tied directly into BC Housing's commitment to realizing a break-even mandate.

WHAT WE HEARD

- Diverse views on the role of market housing at Riverview, with no clear consensus.
- A mixed view on a future Riverview, from a community that welcomes and values people with mental illness, but at the same time states that housing belongs elsewhere.
- Support for a Riverview that is suitable for families and seniors, with recreation spaces and a range of housing options.
- The view that the Riverview provides an opportunity to help address affordable housing issues in the Tri-Cities.
- A general consensus among mental health experts that best practice in caring for those with mental illness is to accommodate them within neighbourhoods with diverse people and housing options.
- Recommendations to see market housing included as part of a Renewed Riverview, as per input received from the Kwikwetlem First Nation as well as the Tri-Cities Chamber of Commerce.
- General concerns about: transportation issues and adding potential burden to an already congested network; disturbing the site's tranquility; the potential impact of the environmental footprint; and that the historical significance of the Riverview Hospital, or the site in general are not being sufficiently respected.

VISION

Non-market housing:

Poverty is a major obstacle facing those with mental illness. A range of housing types, including non-market housing and supportive housing, will serve people across the housing continuum and mental health spectrum.

Market housing:

BC Housing has committed to delivering a wide range of housing on the site, including market housing. Funds generated from this market housing will make it possible to reinvest in the Lands while defraying

> “Ultimately, if there is to be any housing development at Riverview, the resulting developments should be mid-to-high market to help off-set the shortage of rental housing in the Tri-Cities and mid-to-high density projects to accommodate the expected growth in our region.”
>
> – *Tri-Cities Chamber of Commerce*

costs related to site maintenance; caring for the landscape, tree collection and heritage buildings; enhancing public spaces; and investing in necessary infrastructure upgrades.

THE RATIONALE

Riverview is being renewed under a break-even mandate:

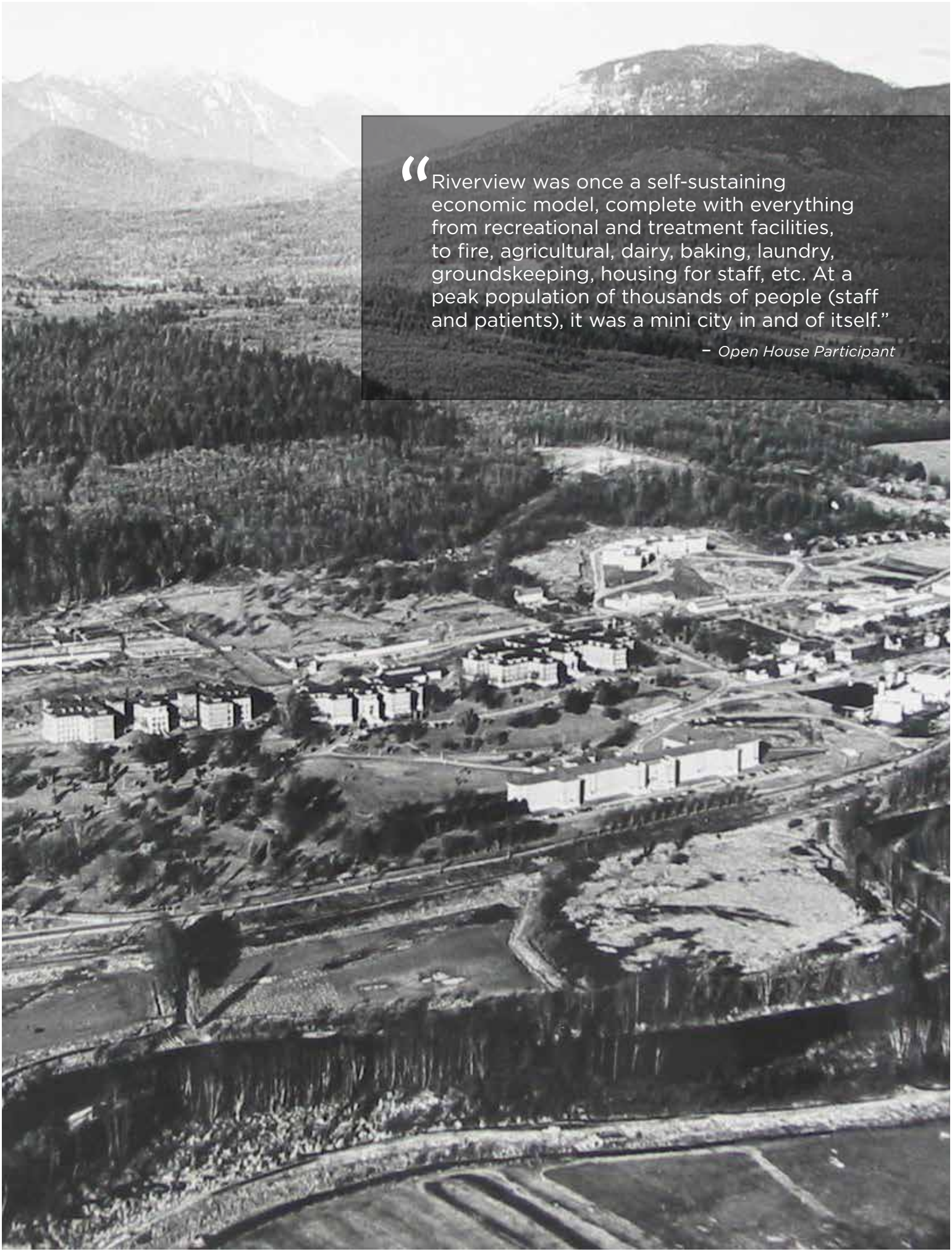
A break-even mandate is a core principle in the development of the Lands. Market housing plays an integral role in this equation.

Complete communities accommodate best practices in mental health:

Feedback from stakeholders indicates strong support for mental health facilities. Mixed-use housing creates a complete community, which is considered best practice in mental health.

The community will be built for long-term use:

Creating a complete community with many different types of housing recognizes that people’s needs change — in relation to both housing and health. Aging in place and intergenerational housing allow people to remain in the same community as they age and their needs change.



"Riverview was once a self-sustaining economic model, complete with everything from recreational and treatment facilities, to fire, agricultural, dairy, baking, laundry, groundskeeping, housing for staff, etc. At a peak population of thousands of people (staff and patients), it was a mini city in and of itself."

– *Open House Participant*

5 ECONOMIC DEVELOPMENT

BC Housing is committed to encouraging community economic development in a Renewed Riverview by establishing on-site income streams to enhance productivity and regional economic prosperity, while helping to create new opportunities for the Kwikwetlem First Nation.

WHAT WE HEARD

- The Kwikwetlem First Nation's (KFN) view that a Renewed Riverview can provide valuable housing, business and employment opportunities for its members.
- Broad support from members of the public, the KFN, and other stakeholders for relevant retail, shops, cafes and restaurants to serve a Renewed Riverview community.

The commitment to a break-even mandate does not include revenue generated by the Kwikwetlem First Nation, meaning that additional revenue must be generated — beyond whatever revenues are generated by KFN opportunities — to fulfill the overall vision and mandate for this site.

- A desire to see existing opportunities on the property expanded, including the health services already operating on-site. These could be complemented by related services, shops and restaurants to serve the needs of working staff in these facilities.
- Understanding that many of the proposed services and upgrades require adequate infrastructure and investment to function. For example, building medical offices and services means investing in utility servicing as well as improvements to roads, pathways and streetscapes. These related costs can, in turn, be offset by funds generated by the medical offices and other services choosing to locate at a Renewed Riverview.
- Participants expressed strong support for the film industry, which already operates in Riverview thanks to location shooting; they viewed this as a valuable revenue stream for the property that should continue.

VISION

A commitment to provide, where feasible, an assortment of services, amenities and businesses to serve the community and provide employment:
This includes community services and facilities, retail, education and public spaces.

A commitment to deliver a wide spectrum of housing to serve a diverse community:
This is in keeping with the needs expressed by stakeholders and the KFN. Part of this commitment includes emphasizing broad affordability in housing diversity.

A commitment to encourage an inclusive community, by providing homes for patients and on-site staff, in both market and affordable housing:
This includes short- and long-term options, continuum of care, housing for seniors and market/non-market housing options.

A commitment to create and promote smartly designed and located parks and public spaces where different people can interact:
Examples include Finnie's Garden, playgrounds, picnic areas, community gardens and urban food markets.

A commitment to explore a break-even model for building use by non-profit organizations and arts groups.

THE RATIONALE

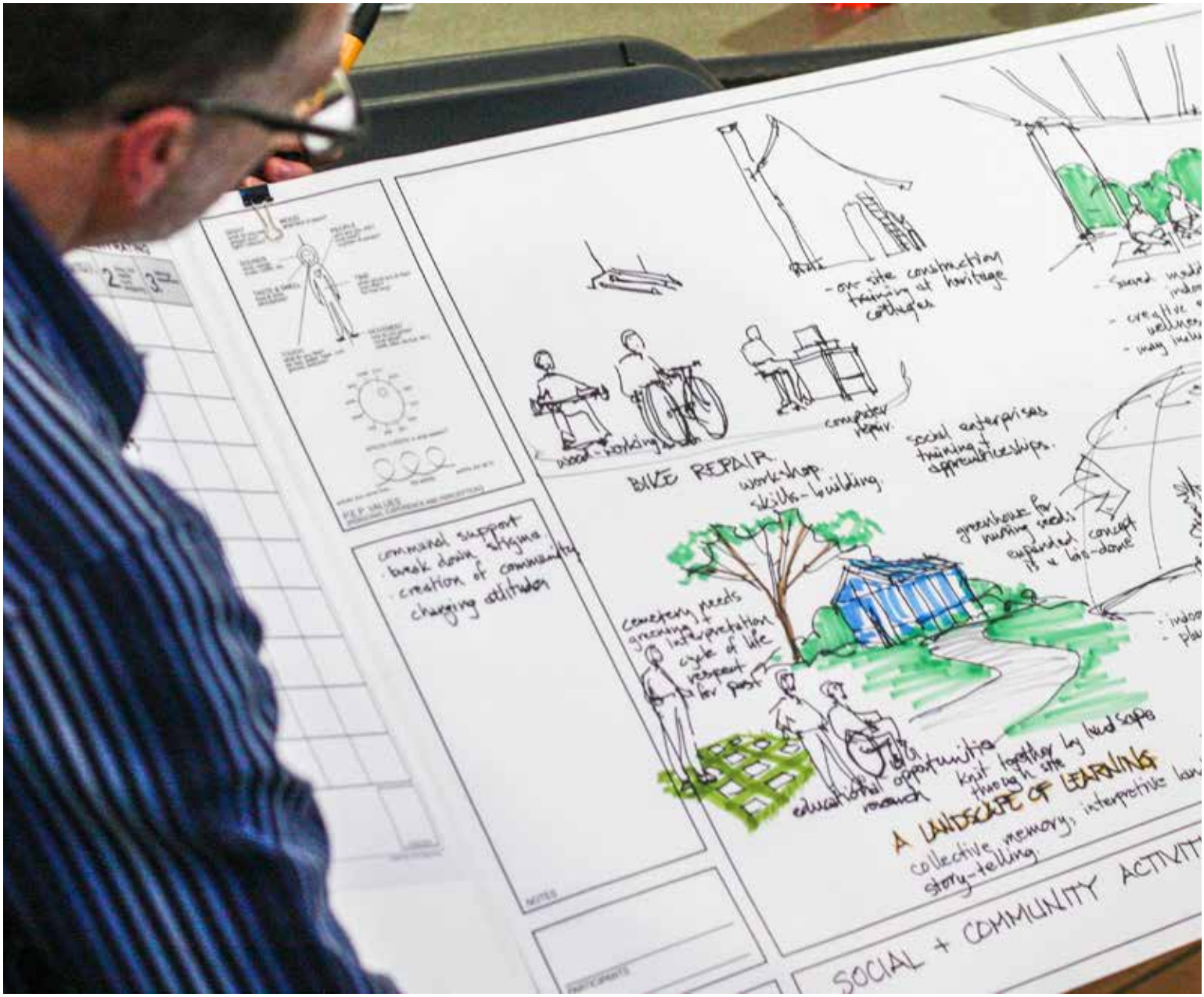
Economic development is a key component of a balanced vision that considers Riverview in the context of the region and city. Opportunities for diverse businesses will help foster a complete community that serves people's daily needs, while providing job opportunities locally and regionally.

Opportunities for the Kwikwetlem First Nation

The Kwikwetlem First Nation (KFN) expressed a desire to see the land used to its maximum potential and to ensure the Nation benefits through employment and ownership opportunities. A Renewed Riverview has the potential to create new opportunities for the KFN, in terms of ownership and employment.

Opportunities for the film industry

The film industry has demonstrated interest in the Riverview Lands, and a Renewed Riverview can accommodate and expand on this relationship. Given the current presence of the film industry, the potential exists to enhance opportunities to use the site for filming locations.



LOOKING FORWARD

Through an extensive consultation process, *A Vision for Renewing Riverview* has been created to serve as a long-range guide that balances the social, economic and environmental objectives of the Province, the City, the Kwikwetlem First Nation and the community.

It pays homage to Riverview's heritage, culture and natural beauty, while providing wellness services, improved connections, and economic opportunities for all residents and the region.

This vision has been created with complementarity in mind — bringing together the various aspects that constitute a complete community. Working together, each component part can make a Renewed Riverview greater than the sum of its parts.

NEXT STEPS

INITIATION
Visioning

COMPLETE

PLANNING & DESIGN
Master Planning

Identify Framework and Guiding Principles

Design and Engineering / Economic Viability

Project Plan

EXECUTION
Construction/Implementation

APPENDIX A

Stakeholder Submissions

Throughout the public consultation, the following formal submissions from various stakeholders and interested individuals helped to inform the visioning process. This process was complemented by distinct consultation carried out between BC Housing and the Kwikwetlem First Nation.

Advisory Group Submissions

- Burke Mountain Naturalists – A Vision for Renewing Riverview Hospital Site – June 2015
- Burke Mountain Naturalists – Report – August 2004
- City of Coquitlam – Riverview Health Campus Vision – June 2014
- Fraser Health – Letter – October 2014
- Riverview Horticultural Centre Society – Our Vision For The Riverview Lands – June 2014
- Tri-Cities Chamber of Commerce – Sub-Committee Report – March 2015
- Tri-Cities Homelessness & Housing Task Group – January 2015
- Tri-Cities Homelessness and Housing Task Group – Statement of Need – April 2014

Organization Submissions

- BC Old Age Pensioner's Organization – Recent Resolution – January 2015
- Canadian Mental Health Association – BC Division – June 2014
- Directors Guild of Canada – October 2015
- HFBC Housing Foundation – Letter – January 2015
- Letters from other Municipalities – September/October 2014
- Mental Illness Family Support Centre Society – June 2014
- Metro Vancouver, Regional Parks Division – Letter – January 2015
- Metro Vancouver, Regional Parks Division – Letter and Vision Statement – March 2014
- Riverview Village Project – Feedback on the Fourth Open House – June 2015
- Students' Perspective – Riverview Lands Vision – Report
- Tri-Cities Festival Planners Network – September 2014

APPENDIX B

WITHOUT PREJUDICE

KWIKWETLEM FIRST NATION

Riverview Development
Community Principles and Objectives
October 2015

Whereas;

The Kwikwetlem People assert and maintain our aboriginal rights and title to the Riverview Lands.

And whereas;

Kwikwetlem First Nation (KFN) (the representative government of the Kwikwetlem People) anticipates a partnership with BC Housing for the co-development of the Riverview Lands

And whereas;

BC Housing, the Ministry of Health and the City of Coquitlam, along with various other stakeholders, residents, organizations and individuals, have all voiced opinions, concerns, objectives, directions and requirements for the future development of the Riverview Lands

Therefore:

In consideration of the *a priori* Kwikwetlem rights and title to the Riverview Lands, KFN herein describes the Community's principles and objectives for the development of the Riverview Lands. The following community principles and objectives may change, evolve, be added to or elaborated in future, but represent the interests of the Kwikwetlem Community at present.

WITHOUT PREJUDICE

Kwikwetlem First Nation
2 – 65 Colony Farm Road, Coquitlam, BC. V3C 5X9

KWIKWETLEM FIRST NATION
Riverview Development: Community Principles and Objectives
As of June 2015

1. The Kwikwetlem People assert and maintain their aboriginal rights and title to the Riverview Lands inclusively.
2. KFN expects accommodation for the use of Kwikwetlem title lands and although this accommodation may take forms other than financial compensation, accommodation should be commensurate to the value of the title lands and scale of the proposed development.
3. The Kwikwetlem People have a deep connection to the Riverview Lands that has evolved from the distant past to the present.
4. KFN is committed to the protection and recording of archaeological, traditional use and aboriginal cultural values contained within the Riverview Lands
5. The Kwikwetlem are environmental stewards of their traditional territory and KFN expects the highest environmental standards to be achieved in the development of the Riverview Lands and expect that standard to be achieved at the sole expense of the Province.
6. KFN aspires to achieve self-sufficiency but have long been excluded from economic activity on their territory. In order to overcome years of economic isolation, the Nation has pursued an intensive and successful policy of business development and beneficial partnerships for opportunities on public projects throughout the region.
    a. As title holders for the Riverview Lands, which will be managed as a large public sector project, KFN expect a significant and preferably legacy economic benefit to Kwikwetlem.
    b. KFN is particularly interested in economic benefits that lead to training, employment and partnerships such as:
        i. Priority involvement (direct award, set-aside, preferential bid) in civil contracting, construction, excavation, disposal and project management; and,
        ii. Ownership of all contracting related to archaeology, traditional use, environmental remediation and mitigation (including project management, abatement, habitat management and compensation, environmental testing, etc) and landscaping (including management of trees and stream setbacks).
7. KFN expect the Riverview Lands to be developed to a highest and best use standard. The KFN objective for highest and best use would be predicated on the maximization of a sustainable economic return to the Nation into the long term future. KFN would expect to see significant market development at Riverview, including market housing. As such KFN objects to the following regarding the Riverview Lands:

a. The continued use or expansion of health services and or facilities, including mental health, addictions or treatment facilities, without the express prior consent of the KFN;
b. Provincial retention of any part of the Riverview Lands post-development except as a lease tenant resulting from redevelopment.
c. Limiting highest and best use by restricting development to the existing footprint.

KWIKWETLEM FIRST NATION

Riverview Development: Interests Backgrounder
As of September 2015

The matter of the use and title of the Riverview Lands has been an issue for the Kwikwetlem People since before its inception as a mental health facility at the turn of the last century. The Kwikwetlem relationship to the Riverview Lands is multi-faceted:

- We claim aboriginal rights and title to Riverview;
- We have a long traditional record of use and occupation of the hillside and riverfront associated with Riverview, and,
- We've had a front row seat to the loss of our traditional lands, the cultural and environmental degradation of the site, as well as well as the legacy of brutality and mismanagement of "care" conducted there.

Although it has not been recognized by the Province, Kwikwetlem First Nation (KFN) is an owner of the Riverview Lands through the aboriginal title and rights of the Kwikwetlem People. KFN is proceeding with its legal claim of title to Riverview. KFN estimates that this claim process will track through the courts with a final court decision within the next four to five years. As the owner of the Riverview Lands and as a partner with BC Housing in the redevelopment of Riverview, the KFN have a range of interests the Nation wish to protect and/or promote. Maintaining the principles and objectives outlined above, KFN provides the following summary of interests for the redevelopment of Riverview:

1. **Traditional Heritage and Archaeology:** Riverview Lands lie at the heart of Kwikwetlem territory. Our elders recount generational stories of a time when these lands were used to hunt, gather, take refuge at times of flood or warfare, bury our ancestors, engage in spirit quests, travel, and host our

neighbouring communities. Finding, documenting, and protecting traces of our ancestral heritage addresses our rights and title interests at Riverview and conveys respect to past and future generations. For this reason, archaeological overview and impact studies must play a key role in all land use planning decisions and processes at Riverview. KFN expects a high standard of cultural resource management applied to all land decisions. Given that the Province is responsible for the history of land use modifications at Riverview, the Nation expects no part in paying for or subsidizing the cultural resource management measures necessary.

2. **Environment:** KFN expect the Riverview Lands to be returned to their pristine environmental state in regards the ground and subsurface contamination of the site. Although KFN recognizes that risk management may be applied to the extensive contamination of the site, KFN expects that a high standard for clean-up, remediation, disposal and mitigation measures be applied. The Province has not recognized KFN title and is responsible for the entire scope of the contamination, and therefore KFN expects no part in paying for or subsidizing the environmental measures necessary.
3. **Cultural Recognition:** Despite the historic infamy of the Riverview Lands as a mental health facility, the Riverview hillside and riverfront encapsulates the traditions and lifestyle of the Kwikwetlem People since time immemorial. There exists a rich and positive tapestry of Kwikwetlem heritage that must be conveyed through the redevelopment of Riverview. Kwikwetlem stories, traditional use, language, culture, and the evolution from past to present to the future, must all be recognized and expressed through the development.
4. **Accommodation:** The accommodation of KFN interests will likely take many forms, including the opportunity to benefit from joint development of the Lands. However, KFN expects significant financial accommodation for redevelopment that is not in-step with KFN principles, objectives and interests for the site.
5. **Land Transfer:** Distinct from the claim of aboriginal title and rights, KFN is interested in acquiring lands for Kwikwetlem sole use and benefit immediately. Although KFN is certainly interested in land that may be preserved or protected for cultural, archaeological or environmental use, the Nation wants land that can be developed for commercial and economic purpose.
6. **Commercial Development:** Both, within lands transferred to the Nation and lands co-developed with BC Housing, KFN is very interested in economic and business development at the Riverview Lands. As the planning for Riverview redevelopment uncovers business opportunities, KFN will want to own some or all of those businesses.
7. **Co-Development Partnership:** KFN is excited at the opportunity to partner with BC Housing for redevelopment of Riverview. However, KFN needs to maximize the legacy of benefits for the Nation into the future. KFN is comfortable with the BC Housing break-even mandate in-as-much as the KFN share of the development benefits should necessarily improve as a result.
8. **Residential Units:** KFN believes that the transfer of residential units for KFN sale or use may be an instrument for direct benefit to the Kwikwetlem People.
9. **Contracting:** KFN has proven capacities related to construction and environmental remediation. KFN is currently in a partnership with the environmental engineering and remediation contractors for a limited scope of contamination, demolition and abatement being addressed at Riverview.

KFN expects to be sole-sourced for all environmental works, demolition and remediation related works at Riverview until those works are completed.

Through in-house and partnered capacity, KFN is able to participate competitively in excavation, civil construction, utilities relocation, road building and building construction, as well as associated works. As with any other owner/developer, KFN wishes to self-perform wherever efficient and cost-effective to do so.

10. **Reciprocity with KFN Developments:** KFN is presently entering the final stages for the development of a 120-acre commercial/light industrial complex at the Kwikwetlem Reserve at Pitt River Road and nearby to Riverview. Further, the KFN may soon be pursuing developments at Colony Farm Regional Park as a result of a rights and title claim to those lands. Riverview redevelopment and the KFN developments should create reciprocated benefits in terms of transportation networks, transit, complimentary uses, construction timing, etc.
11. **Large Scale Development Partnership:** KFN has varying levels of partnership arrangements (MOU, protocols, co-development agreements, etc) with several large scale developers. KFN anticipates that a time may come when part or all of the construction of the redevelopment will be given to large development firms in whatever form (management agreement, contract, 3P, or other). KFN wishes to ensure that they will be dealt in to these arrangements with the intent of participation (versus simply oversight). For clarity, KFN expects to be an owner and participant, and benefit as such, of any development firms brought on to achieve the redevelopment of Riverview.

The above is a summary of the KFN interests for the redevelopment of Riverview in partnership with BC Housing. Even though the interests are the third and lowest tier in the KFN paradigm for its relationship with the Riverview Lands (subordinate to rights and title, traditional heritage and archaeology and environmental interests), they could nonetheless be the critical component to achieving broad success for KFN *vis-à-vis* Riverview.

As the redevelopment of Riverview proceeds, the KFN reserves the right to add, remove or change its interests outlined above.

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IMAGINE THE POSSIBILITIES

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