

File No.: 04-1000-20-2020-065

May 12, 2020

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of January 24, 2020 for:

**All email sent and received by Gil Kelley (General Manager of Planning, Urban Design & Sustainability) and Sadhu Johnston (City Manager) related to the Squamish First Nations plans to develop reserve land at the foot of the Burrard Bridge, from December 1, 2019 to January 23, 2020.**

All responsive records are attached. Some information in the records has been severed, (blacked out), under s.13(1), s.15(1)(l), s.17(1), and s.21(1) of the Act. You can read or download these sections here:

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/96165\\_00](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00)

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, [info@oipc.bc.ca](mailto:info@oipc.bc.ca) or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2020-065); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

Cobi Falconer, FOI Case Manager, for

[Signature on file]

**Barbara J. Van Fraassen, BA**  
**Director, Access to Information & Privacy**

[Barbara.vanfraassen@vancouver.ca](mailto:Barbara.vanfraassen@vancouver.ca)

453 W. 12th Avenue Vancouver BC V5Y 1V4

\*If you have any questions, please email us at [foi@vancouver.ca](mailto:foi@vancouver.ca) and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604.871.6584.

Encl.

:kt

**From:** Ian <ig@westbankcorp.com>  
**To:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**Date:** 1/21/2020 11:03:04 PM  
**Subject:** [EXTERNAL] Re: Senakw  
**Attachments:** image001.png

**City of Vancouver Cybersecurity WARNING:** This is an external email. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Ok let me discuss with Toby tomorrow and revert .

We should catch up on the phone tomorrow I have an idea to bounce off you picking up on Friday conversation. Let me know when you have a five min gap tomorrow.

IG

On Jan 21, 2020, at 7:27 PM, Johnston, Sadhu <Sadhu.Johnston@vancouver.ca> wrote:

\u-257 ?

Hi

We have been thinking through the governance on this. Given how the Squamish Council has empowered Toby, I'm thinking that I will have a staff working group that can engage with your staff. s.13(1)

In that case, we may need to escalate to all of mayor and council. I've asked our team to share the proposed governance structure with you and to get the first meeting scheduled.

Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

<image001.png>

*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

**From:** Ian [mailto:ig@westbankcorp.com]  
**Sent:** Wednesday, January 8, 2020 3:22 PM  
**To:** Johnston, Sadhu  
**Subject:** [EXTERNAL] RE: Senakw

**City of Vancouver Cybersecurity WARNING:** This is an external email. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hey Happy New Year. Some follow up: assuming you're back from holidays I'll give you a call? Did we manage to get a date for the meeting with the Mayor set? The meetings with Ben and Jonah are progressing well. I assume Ben

reported back to you the meetings with the Parks Board Commissioners and staff went well. I guess the question is do we want to meet with you first or do we want to have the meeting with the Mayor, yourself, Khelsilem, us? and if so can we get a proposed date for that meeting?

As further follow up we'll be meeting with Suzanne Hoffman from the School Board next Friday and I'm meeting with Translink tomorrow on both Oakridge and Senakw.

s.21(1)

Lots to get done, looking forward to working closely with you in 2020.

ig

---

**From:** Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]  
**Sent:** December 5, 2019 10:54 AM  
**To:** Ian <ig@westbankcorp.com>  
**Subject:** RE: Senakw

Hi

False creek school? Yes, they are working on seismic upgrades, but the growth in population could impact their plans.

I'll make an intro for you with Suzanne. s.22(1)  
Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his

<image001.png>

*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [mailto:ig@westbankcorp.com]  
**Sent:** Thursday, December 5, 2019 10:35 AM  
**To:** Johnston, Sadhu  
**Subject:** RE: Senakw

I guess we should do that in January. They need to know how much population growth is happening when. I think there has been a lot of conversation around the condition of the neighbourhood school ?

ig

---

**From:** Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]  
**Sent:** December 5, 2019 8:27 AM  
**To:** Ian <ig@westbankcorp.com>  
**Subject:** RE: Senakw

Ok.



Do you want me to make an intro to school superintendent?

s.

Sadhu Aufochs Johnston | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his

<image001.png>

*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [<mailto:ig@westbankcorp.com>]  
**Sent:** Wednesday, December 4, 2019 6:48 PM  
**To:** Johnston, Sadhu  
**Subject:** RE: Senakw

Yes that makes sense to me. I think the working group needs to include Chalys from engineering. One thing we have to think about it seems both Parks Board and the City each have an Indigenous Relations person. From the City it is Kaitlyn Crabtree and sorry I can't remember the woman's name from Parks. I guess the question is do we bring them into the steering committee? My gut is we want to keep it smaller but this does seem to be very much their role at the City. One question I forgot to ask you is who and how and when do we engage with the School Board?

Thanks,

ig

---

**From:** Johnston, Sadhu [<mailto:Sadhu.Johnston@vancouver.ca>]  
**Sent:** December 4, 2019 3:32 PM  
**To:** Ian <[ig@westbankcorp.com](mailto:ig@westbankcorp.com)>  
**Subject:** RE: Senakw

Thanks Ian  
I appreciate the follow-up. I agree, it would be good for Ben to be at those meetings.

s.13(1)

Something like that structure make sense?

s.

Sadhu Aufochs Johnston | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his

<image001.png>

*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [<mailto:ig@westbankcorp.com>]  
**Sent:** Monday, December 2, 2019 10:28 AM  
**To:** Johnston, Sadhu  
**Subject:** Senakw

Morning,

Couple follow ups from our Thursday night conversation. There is a meeting set with Parks Board Commissioners on the evening of December 18<sup>th</sup> at the architect's office. I believe that aside from Toby there will be 3 or 4 other council members from Squamish. Chris Phillips our landscape architects who has a good working relationship with the Parks Board will be there to guide the conversation. I will be there as well but as much as possible I want to make this as much a conversation between Squamish and Parks Board and we're just there to facilitate. The following morning December 19<sup>th</sup> at 9am again at the architect's office there is a meeting with the development team, Squamish folks and Malcolm and his team. I guess the question for you is whether Ben should be in attendance of these two meetings. I'll leave that with you. If he is going to would be best for him to coordinate with Jonah in my office as I think those two have a working relationship now.

Purpose of the meeting on the 19<sup>th</sup> is to further Malcolm's team's knowledge of the project and start talking about the interface of the park and our project and opportunities to collaborate.

With respect to the meeting we discussed about having in mid January with yourself, the Mayor, Toby, Khelsilem and ourselves, I floated that idea out on this side and everyone thought it was a good idea as well. We should make that meeting the week of January 13<sup>th</sup> if possible for you guys. I think before that meeting we should have a couple conversations. First as per our conversation our team will take a first draft at a matrix that attempts to identify all of the issues, opportunities, interface between us and the city. I think it might be good if my team takes a first crack and meets with Ben (Jonah has reached out and they have set a date and time on December 11<sup>th</sup>) and Ben can pull in who he wants including engineering and your team can add and subtract from that document. Then you and I will be sent a draft to look at and that matrix will form part of the conversation that we have in mid January. At a meeting on Friday I brought up the idea of us working broadly within the city's building code especially as it relates to life safety and I think I got general buy in on that so that was a good start. One of the things we can discuss with the Mayor in January is to bring clarity to the approval process within the Squamish Nation. I think they've made significant efforts to streamline that and they will be ready to present that so you will have clarity on your side when you're presenting to city council.

Is there anything else I need to be following up with in the interim on this file? I'm sure I've missed something.

Thanks,

ig



**From:** "Kelley, Gil" <Gil.Kelley@vancouver.ca>  
**To:** "Thomas, Robin" <robin.thomas@vancouver.ca>  
**Date:** 1/30/2020 10:54:56 AM  
**Subject:** FW: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

---

**From:** Wells, Neal  
**Sent:** Tuesday, December 10, 2019 2:02 PM  
**To:** Pollard, Ben; Kelley, Gil; Crabtree, Katelyn  
**Cc:** Haid, Susan; Thomas, Robin  
**Subject:** RE: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Thanks for this Ben, and for the call Katelyn. Given the many sensitivities Rena and I agree that holding off on a live interview makes sense. We'll send the statement and direct them to Squamish.

Cheers,

Neal

---

**From:** Pollard, Ben  
**Sent:** Tuesday, December 10, 2019 1:51 PM  
**To:** Wells, Neal; Kelley, Gil  
**Cc:** Haid, Susan; Thomas, Robin; Crabtree, Katelyn  
**Subject:** RE: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Hi all,

Sorry for being late to the discussion.

s.13(1), s.17(1)

If you do decide to go on, can Katelyn and I be engaged in helping craft responses to questions?

Ben

---

**From:** Wells, Neal  
**Sent:** Tuesday, December 10, 2019 1:50 PM  
**To:** Kelley, Gil  
**Cc:** Pollard, Ben; Haid, Susan; Thomas, Robin; Crabtree, Katelyn  
**Subject:** RE: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Yes, I've talked to the producer and he's going to send me the questions they're interested in.

---

**From:** Kelley, Gil  
**Sent:** Tuesday, December 10, 2019 1:48 PM  
**To:** Wells, Neal  
**Cc:** Pollard, Ben; Haid, Susan; Thomas, Robin; Crabtree, Katelyn  
**Subject:** Re: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Ok. CC'ing Katelyn so she is in the loop. Will you connect w CBC?

Gil Kelley, FAICP

General Manager, Planning, Urban Design and Sustainability  
City of Vancouver, British Columbia, Canada

Please excuse any typos  
Sent from my iPhone

On Dec 10, 2019, at 1:43 PM, Wells, Neal <[Neal.Wells@vancouver.ca](mailto:Neal.Wells@vancouver.ca)> wrote:

Hi Gil,

The MO said it sounds like a better fit if you and perhaps Cheryl take this tomorrow. What do you think? You could talk to the housing aspect, neighbourhood and context with Vancouver Plan, and she could speak to the utilities process and how we'd address those challenges.

The MO is also hoping for a release on this so I'm working on that now with ENG comms. Will have something for you to review a little later.

Cheers,

Neal

---

**From:** Kelley, Gil  
**Sent:** Tuesday, December 10, 2019 12:56 PM  
**To:** Wells, Neal  
**Cc:** Pollard, Ben; Haid, Susan; Thomas, Robin  
**Subject:** Re: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Ok

Gil Kelley, FAICP  
General Manager, Planning, Urban Design and Sustainability  
City of Vancouver, British Columbia, Canada

Please excuse any typos  
Sent from my iPhone

On Dec 10, 2019, at 12:53 PM, Wells, Neal <[Neal.Wells@vancouver.ca](mailto:Neal.Wells@vancouver.ca)> wrote:

Hi Gil, I actually just talked to Katelyn about this, and she recommended we send the following statement if we get requests:

We are pleased to hear the Squamish Nation community has approved the Senakw project. The City looks forward to working with Squamish Nation to determine how the City may be engaged and if desired how best the City may work with Squamish Nation as a government partner. City staff will be seeking instructions from Mayor and Council regarding directives for staff engagement. The City along with Squamish Nation and the Nch'kay Development Corporation together appreciate this is the next step to moving forward.

The Mayor has been the lead spokesperson on the Squamish project to date, so let me check and see if he got the same request.

Cheers,



---

**From:** Kelley, Gil  
**Sent:** Tuesday, December 10, 2019 12:45 PM  
**To:** Wells, Neal  
**Cc:** Pollard, Ben; Haid, Susan; Thomas, Robin  
**Subject:** Fwd: CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Thoughts?

Gil Kelley, FAICP  
General Manager, Planning, Urban Design and Sustainability  
City of Vancouver, British Columbia, Canada

Please excuse any typos  
Sent from my iPhone

Begin forwarded message:

**From:** REHMATULLAH SHEIKH <[rehmatullah.sheikh@cbc.ca](mailto:rehmatullah.sheikh@cbc.ca)>  
**Date:** December 10, 2019 at 12:26:03 PM PST  
**To:** <[gil.kelley@vancouver.ca](mailto:gil.kelley@vancouver.ca)>  
**Subject:** CBC The Early Edition intv request | Dec 11 Wed 6:40 AM

Hello Gil,

Hope you're well! I'm an associate producer working on The Early Edition. We're looking forward to discussing the Squamish development project that will go to vote for approval tonight.

I wanted to check if you'd be available for a live radio interview tomorrow, **Wednesday December 11 at 06:40 AM**. The host is Stephen Quinn.

We can discuss over the phone today. But essentially - we'd want to speak with you about what happens once the development is passed, and how they'd have to work with the City and it's engineering team to bring this ambitious project to life.

Please let me know if we can work this out. My direct cell is 778-798-9801.

I'm eager to hear back from you. Thank you!

Thank you!

--  
Rehmatullah Sheikh  
Associate Producer

 **CBC Radio-Canada**

**From:** "Kelley, Gil" <Gil.Kelley@vancouver.ca>  
**To:** "Thomas, Robin" <robin.thomas@vancouver.ca>  
**Date:** 1/30/2020 10:53:34 AM  
**Subject:** FW: For Review: Squamish release

---

**From:** Wells, Neal  
**Sent:** Wednesday, December 11, 2019 2:10 PM  
**To:** Kelley, Gil  
**Subject:** RE: For Review: Squamish release

Thanks Gil! Yes I agree on the details, I'll talk to Katelyn about setting something up across departments.

---

**From:** Kelley, Gil  
**Sent:** Wednesday, December 11, 2019 1:55 PM  
**To:** Wells, Neal  
**Subject:** RE: For Review: Squamish release

Looks fine tome, Neal.  
We'll still get questions about details, so we should put our heads together about what subsequent messages will be.  
Thanks.  
Gil

---

**From:** Wells, Neal  
**Sent:** Wednesday, December 11, 2019 12:06 PM  
**To:** Kelley, Gil  
**Subject:** FW: For Review: Squamish release

Hi Gil, here's the draft Squamish release.

s.13(1)





**From:** "Kelley, Gil" <Gil.Kelley@vancouver.ca>  
**To:** "Thomas, Robin" <robin.thomas@vancouver.ca>  
**Date:** 1/30/2020 10:53:54 AM  
**Subject:** FW: For Review: Squamish release

---

---

**From:** Haid, Susan  
**Sent:** Wednesday, December 11, 2019 8:09 AM  
**To:** Wells, Neal  
**Cc:** Kelley, Gil  
**Subject:** Re: For Review: Squamish release

Hi Neal,

Suggest 5th paragraph be strengthened to say:

s.13(1)



Otherwise looks good from my perspective.

Thoughts, Gil?

Just heard about it on CBC.

Thx, Susan

Sent from my iPhone

On Dec 10, 2019, at 5:19 PM, Wells, Neal <Neal.Wells@vancouver.ca> wrote:

\u-257 ?

Hi Gil, as mentioned here's the draft Squamish release pending the results of the vote tonight.

s.13(1)





**From:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**To:** "Jong, Teresa" <Teresa.Jong@vancouver.ca>  
**Date:** 1/21/2020 7:27:57 PM  
**Subject:** FW: Senakw

Hi Teresa

Can you ask Ben to send him the diagram of the governance structure?

Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Johnston, Sadhu  
**Sent:** Tuesday, January 21, 2020 7:27 PM  
**To:** 'Ian'  
**Subject:** RE: Senakw

Hi

We have been thinking through the governance on this. Given how the Squamish Council has empowered Toby, I'm thinking that I will have a staff working group that can engage with your staff s.13(1)

In that case, we may need to escalate to all of mayor and council. I've asked our team to share the proposed governance structure with you and to get the first meeting scheduled.

Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [<mailto:ig@westbankcorp.com>]  
**Sent:** Wednesday, January 8, 2020 3:22 PM  
**To:** Johnston, Sadhu  
**Subject:** [EXTERNAL] RE: Senakw



**City of Vancouver Cybersecurity WARNING:** This is an external email. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hey Happy New Year. Some follow up: assuming you're back from holidays I'll give you a call? Did we manage to get a date for the meeting with the Mayor set? The meetings with Ben and Jonah are progressing well. I assume Ben reported back to you the meetings with the Parks Board Commissioners and staff went well. I guess the question is do we want to meet with you first or do we want to have the meeting with the Mayor, yourself, Khelsilem, us? and if so can we get a proposed date for that meeting?

As further follow up we're meeting with Suzanne Hoffman from the School Board next Friday and I'm meeting with Translink tomorrow on both Oakridge and Senakw.

s.21(1)

Lots to get done, looking forward to working closely with you in 2020.

ig

---

**From:** Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]  
**Sent:** December 5, 2019 10:54 AM  
**To:** Ian <ig@westbankcorp.com>  
**Subject:** RE: Senakw

Hi

False creek school? Yes, they are working on seismic upgrades, but the growth in population could impact their plans. I'll make an intro for you with Suzanne. s.22(1)

Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [mailto:ig@westbankcorp.com]  
**Sent:** Thursday, December 5, 2019 10:35 AM  
**To:** Johnston, Sadhu  
**Subject:** RE: Senakw

I guess we should do that in January. They need to know how much population growth is happening when. I think there has been a lot of conversation around the condition of the neighbourhood school ?

ig

---

**From:** Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]

Sent: December 5, 2019 8:27 AM

To: Ian <[ig@westbankcorp.com](mailto:ig@westbankcorp.com)>

Subject: RE: Senakw

Ok.

Do you want me to make an intro to school superintendent?

s.

Sadhu Aufochs Johnston | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [<mailto:ig@westbankcorp.com>]  
**Sent:** Wednesday, December 4, 2019 6:48 PM  
**To:** Johnston, Sadhu  
**Subject:** RE: Senakw

Yes that makes sense to me. I think the working group needs to include Chalys from engineering. One thing we have to think about it seems both Parks Board and the City each have an Indigenous Relations person. From the City it is Kaitlyn Crabtree and sorry I can't remember the woman's name from Parks. I guess the question is do we bring them into the steering committee? My gut is we want to keep it smaller but this does seem to be very much their role at the City. One question I forgot to ask you is who and how and when do we engage with the School Board?

Thanks,

ig

---

**From:** Johnston, Sadhu [<mailto:Sadhu.Johnston@vancouver.ca>]  
**Sent:** December 4, 2019 3:32 PM  
**To:** Ian <[ig@westbankcorp.com](mailto:ig@westbankcorp.com)>  
**Subject:** RE: Senakw

Thanks Ian  
I appreciate the follow-up. I agree, it would be good for Ben to be at those meetings.

s.13(1)

Something like that structure make sense?

s.



Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Ian [<mailto:ig@westbankcorp.com>]  
**Sent:** Monday, December 2, 2019 10:28 AM  
**To:** Johnston, Sadhu  
**Subject:** Senakw

Morning,

Couple follow ups from our Thursday night conversation. There is a meeting set with Parks Board Commissioners on the evening of December 18<sup>th</sup> at the architect's office. I believe that aside from Toby there will be 3 or 4 other council members from Squamish. Chris Phillips our landscape architects who has a good working relationship with the Parks Board will be there to guide the conversation. I will be there as well but as much as possible I want to make this as much a conversation between Squamish and Parks Board and we're just there to facilitate. The following morning December 19<sup>th</sup> at 9am again at the architect's office there is a meeting with the development team, Squamish folks and Malcolm and his team. I guess the question for you is whether Ben should be in attendance of these two meetings. I'll leave that with you. If he is going to would be best for him to coordinate with Jonah in my office as I think those two have a working relationship now.

Purpose of the meeting on the 19<sup>th</sup> is to further Malcolm's team's knowledge of the project and start talking about the interface of the park and our project and opportunities to collaborate.

With respect to the meeting we discussed about having in mid January with yourself, the Mayor, Toby, Khelsilem and ourselves, I floated that idea out on this side and everyone thought it was a good idea as well. We should make that meeting the week of January 13<sup>th</sup> if possible for you guys. I think before that meeting we should have a couple conversations. First as per our conversation our team will take a first draft at a matrix that attempts to identify all of the issues, opportunities, interface between us and the city. I think it might be good if my team takes a first crack and meets with Ben (Jonah has reached out and they have set a date and time on December 11<sup>th</sup>) and Ben can pull in who he wants including engineering and your team can add and subtract from that document. Then you and I will be sent a draft to look at and that matrix will form part of the conversation that we have in mid January. At a meeting on Friday I brought up the idea of us working broadly within the city's building code especially as it relates to life safety and I think I got general buy in on that so that was a good start. One of the things we can discuss with the Mayor in January is to bring clarity to the approval process within the Squamish Nation. I think they've made significant efforts to streamline that and they will be ready to present that so you will have clarity on your side when you're presenting to city council.

Is there anything else I need to be following up with in the interim on this file? I'm sure I've missed something.

Thanks,

ig



**From:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**To:** "Suzanne Hoffman (Superintendent)" <shoffman@vsb.bc.ca>  
Ian <ig@westbankcorp.com>  
**CC:** "Janice Leung" <Janice@westbankcorp.com>  
"Jonah Letovsky" <jonah@westbankcorp.com>  
"Donna D. Wong" <ddwong@vsb.bc.ca>  
**Date:** 12/6/2019 8:13:01 AM  
**Subject:** RE: Senakw development introductions

I think the two of you will hit it off, so I hope you can get together in person and let the creative ideas flow. We could benefit from having more families in the neighborhood!  
Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Suzanne Hoffman (Superintendent) [mailto:shoffman@vsb.bc.ca]  
**Sent:** Friday, December 6, 2019 7:44 AM  
**To:** Ian; Johnston, Sadhu  
**Cc:** Janice Leung; Jonah Letovsky; Donna D. Wong  
**Subject:** RE: Senakw development introductions

Thank you for the introduction Sadhu.  
Thank you Ian, I have cc'd my Executive Assistant to assist with coordinating a meeting. I look forward to hearing about the work and timeline for the project.

Suzanne

---

**From:** Ian <ig@westbankcorp.com>  
**Sent:** Thursday, December 5, 2019 7:18 PM  
**To:** Johnston, Sadhu <Sadhu.Johnston@vancouver.ca>; Suzanne Hoffman (Superintendent) <shoffman@vsb.bc.ca>  
**Cc:** Janice Leung <Janice@westbankcorp.com>; Jonah Letovsky <jonah@westbankcorp.com>  
**Subject:** RE: Senakw development introductions

Thanks Sadhu  
Suzanne I will have my office reach out so we can line up a meeting and brief you on the project.

ig

---

**From:** Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]  
**Sent:** December 5, 2019 11:01 AM  
**To:** 'shoffman@vsb.bc.ca' <shoffman@vsb.bc.ca>; Ian <ig@westbankcorp.com>  
**Subject:** Senakw development introductions

Suzanne and Ian

I'd like to introduce the two of you. Ian is leading the development of the Senakw. It will be approximately 6,000 units of housing. Seems like it would be worthwhile for the two of you to connect regarding phasing of development and potential impact on schools in the area.

I'll leave it to the two of you.

Best

Sadhu

Sadhu Aufochs Johnston | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

**From:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**To:** "Pollard, Ben" <Ben.Pollard@vancouver.ca>  
"Impey, Patrice" <Patrice.Impey@vancouver.ca>  
**CC:** "Marley, Eleena" <Eleena.Marley@vancouver.ca>  
**Date:** 12/19/2019 3:52:00 PM  
**Subject:** RE: Senakw update, key issues and next steps

Thanks. I'll review and will look forward to our January meeting.

Best  
Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

---

**From:** Pollard, Ben  
**Sent:** Thursday, December 19, 2019 1:30 PM  
**To:** Johnston, Sadhu; Impey, Patrice  
**Cc:** Marley, Eleena  
**Subject:** Senakw update, key issues and next steps

Good afternoon,

Please find attached a briefing note that provides an update on the Senakw project, including proposed governance and relationship framework, and identifies some of the key issues and next steps for the project.

Teresa is trying to find us time in January prior to the Steering Committee meeting.

Please let me know if you have any questions or direction at this time.

Thank you,

Ben

Ben Pollard  
Senior Manager, Strategic Business Advisory  
[ben.pollard@vancouver.ca](mailto:ben.pollard@vancouver.ca)  
604-673-8222



# Update on Senakw – December 19, 2019

**Purpose of Note:** Provide high level update on Senakw ahead of rescheduled meeting in January  
Identify key issues and next steps

## Status Update

---

- Project was approved by Squamish Nation on December 10<sup>th</sup>, with >80% approving
- City ('COV/VPB') Forums: Directors working group, Staff working group have met; City Steering Committee to meet Jan
- Initial meetings with Westbank/Squamish Nation (SN) staff representatives have occurred, under the terms of engagement approved by Council (listening, understanding, no commitments). A Joint Working Group is developing: ongoing engagement protocol, project scoping to inform resourcing discussions and project planning; governance.
- City staff and directors have developed/reviewed a proposed Governance and Relationship Framework, including task groups.

## Proposed Governance and Relationship Framework (Appendix 1)

---

- The attached proposed governance structure was developed by the City Working Group and reviewed by the Directors Forum. SN/WB components have been informed by discussions with SN/WB staff. This will be discussed at Steering in January.
- Key considerations in developing the structure:
  1. Holistic approach within the City (COV/VPB) and other partners
  2. Coordinated decision-making through clear lines of authority, limiting side conversations
  3. Clarify the roles of political leadership on both sides

## Overview of Governance and Relationship Framework

- The governance model recognizes the decision-making authority of **COV Council/VPB/SN Council**.
  - The approach being proposed is to get COV and VPB approval on principles/approaches, with delegated authority to staff to deliver, recognizing that the final approvals will be by political leadership.
  - On SN side, the project has been delegated to their economic development organization
- **Steering Committee:** the primary decision-making authority for COV/VPB within delegated authority
  - Chaired by City Manager, and representing key executives from COV and VPB
  - The rationale for this decision-making table is to ensure a coordinated and cohesive approach
  - The equivalent on the SN/WB side is the Partners Table. It is proposed that there be a **Joint Executive** table with senior representatives from the COV/VPB Steering Committee and SN/WB Partnership Table as a key dispute resolution and negotiation forum.
- The **Working Group** is intended to undertake the majority of the COV/VPB work related to the project, with the **Director's Forum** providing strategic connections and vetting prior to recommendations going to Steering Committee.
  - The working group will coordinate work across departments, and develop guidance for Task Groups (e.g. common costing model; common project planning approaches), and reconcile issues between task groups.
  - The SN/WB have delegated staff to be the counterparts to the COV/VPB Working Group. There is a **Joint Working Group** that will provide overarching joint project management
- **Topic specific task groups** will be convened by BPPS given that many of the topics cross organizational boundaries, and include representatives from COV/VPB and engage other parties as necessary (e.g. Translink, VSB, MetroVan)
  - This model of organizing by topic, along with placing the Steering Committee as the decision-making body, should ensure a coherent 'one Vancouver' approach to engagement with SN/WB.
  - The Working Group and Directors groups will ensure that connections are made as appropriate across topic areas (e.g. community amenities and Vanier Park)

### 1. Resource Funding and Capacity issues

As the regular levers to ensure funding for COV/VPB staff time and studies do not exist in this situation, there is a need to ensure resourcing for the project.

This includes both the technical work necessary for the service agreement, but also understanding and planning for the broader integration of potentially 6,000 new units to the community (e.g. community amenity capacity; parks).

This has been identified as a critical step by Directors as resources are tight within the City, especially for a project of this scale. Staff are currently working to scope out the project more fully in order to get a sense of magnitude or resource need, as well as looking to what the City would regularly require from a developer for a project of this scale.

### 2. Project Scoping

This is a complex project, with a significant variety of potential scopes depending on decisions made/agreements at various stages. The approach being taken to define the scope is to split it into stages:

- a. **Pre-design stage** –Who will be doing which components/paying for which components during the design period and during the development stage (e.g. who does/pays for technical studies; do SN/WB want to go through a ‘shadow’ permitting process). The goal of this period is to stage the scope of work, and get resources either from SN/WB or City in place to do the work.
- b. **Design Stage** – The period of studies and further analysis, which will inform the Servicing Agreement. Certainty on key aspects is required for SN/WB financing of the project (e.g. road access). This is the time at which City has greatest leverage, and so will be trying to frontload the negotiations within this stage, recognizing that some of the final details may need to be addressed later.
- c. **Development stage** – Implementation of agreed/funded activities identified during design stage. If needed, more detailed analysis done to inform full costing, within the framework identified during the design stage.

### 3. Council Report

The Working Group is building towards a Council Report in January/February, to provide an update and get approval of the following:

1. Principles (building off preliminary Principles from prior Council report)
2. Initial Negotiating strategy
3. Project resourcing
4. Governance and Relationship Framework and accountabilities

### 4. Appropriate engagement of political officials

One of the key issues in this work is the government to government relationship, and how to address political interests while in a detailed, interconnected and technical negotiating process. This will be discussed at Steering Committee and proposed to Vancouver Council.

### 5. Alignment with other City Projects

As a standalone project, Senakw is challenging as it is primarily reactive, and has limited levers. There are potentially significant opportunities for alignment with other current City projects. Staff are exploring these opportunities for a more coordinated, holistic approach that would help provide a broader strategic context for Senakw - e.g. a planning process for all of the South Shore of False Creek, that includes Vanier Park, Molson, False Creek South, Senakw, Site 1A, etc. This will also be discussed at Steering Committee.

s.13(1)

[Redacted content]

s.13(1)



**From:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**To:** "Direct to Mayor and Council - DL" s.15(1)(l)  
**CC:** "City Manager's Correspondence Group - DL" s.15(1)(l)  
"Crabtree, Katelyn" <Katelyn.Crabtree@vancouver.ca>  
"Postma, Tobin" <Tobin.Postma@vancouver.ca>  
"Foley, Sonja" <Sonja.Foley@vancouver.ca>  
**Date:** 12/11/2019 9:12:11 AM  
**Subject:** Senakw Development Approved

Good Morning Mayor and Council

The Senakw project was approved by Squamish Nation community members. Members were voting on two items, the designation of the land (87% approval) and the project developers (Squamish Nation and Westbank, 81% approval).

The Senakw Steering Committee is meeting with Westbank staff this afternoon for a debrief.

Holding statement:

*We are pleased to hear the Squamish Nation community has approved the Senakw project. The City looks forward to working with Squamish Nation to determine how the City may be engaged and if desired how best the City may work with Squamish Nation as a government partner. City staff will be seeking instructions from Mayor and Council regarding directives for staff engagement. The City along with Squamish Nation and the Nch'kay Development Corporation together appreciate this is the next step to moving forward.*

Councillor/spokesperson Khelsilem on CBC this morning, highlighting the following:

- ☐ Productive relationship with the CoV
  - o Will continue conversation with CoV on service agreement.
  - o Want to align with CoV where possible on design but will also incorporate their own design.
  - o CoV jurisdiction does not apply but want to learn and apply CoV best practices. Will discuss larger community engagement and what that may look like.
- ☐ 75-100% efficiency on buildings, focused on climate change
- ☐ Shovels in the ground as early as 18 months

Staff will be engaging with Mayor and Council on this in Q1 for direction on City roles in the project.

Best

Sadhu

Sadhu Aufochs Johnston | City Manager  
Office of the City Manager | City of Vancouver  
[sadhu.johnston@vancouver.ca](mailto:sadhu.johnston@vancouver.ca)  
604.873.7627

Pronouns: he, him, his



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.

**From:** "Crabtree, Katelyn" <Katelyn.Crabtree@vancouver.ca>  
**To:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**CC:** "Postma, Tobin" <Tobin.Postma@vancouver.ca>  
**Date:** 12/11/2019 9:01:08 AM  
**Subject:** Senakw Project Approval

Good morning Sadhu,

As you're already aware the Senakw project was approved by Squamish Nation community members. Members were voting on two items, the designation of the land (87% approval) and the project developers (Squamish Nation and Westbank, 81% approval).

The Senakw Steering Committee is meeting with Westbank staff this afternoon for a debrief. We will also reconfirm instructions with Toby Baker regarding contacts moving forward.

Holding statement:

*We are pleased to hear the Squamish Nation community has approved the Senakw project. The City looks forward to working with Squamish Nation to determine how the City may be engaged and if desired how best the City may work with Squamish Nation as a government partner. City staff will be seeking instructions from Mayor and Council regarding directives for staff engagement. The City along with Squamish Nation and the Nch'kay Development Corporation together appreciate this is the next step to moving forward.*

Councillor/spokesperson Khelsilem on CBC this morning, highlighting the following:

- ☐ Productive relationship with the CoV
  - Will continue conversation with CoV on service agreement.
  - Want to align with CoV where possible on design but will also incorporate their own design.
  - CoV jurisdiction does not apply but want to learn and apply CoV best practices. Will discuss larger community engagement and what that may look like.
- ☐ 75-100% efficiency on buildings, focused on climate change
- ☐ Shovels in the ground as early as 18 months

Thank you,  
Katelyn