

## 3.0 HERITAGE CONSERVATION STRATEGIES

### 3.1 POTENTIAL IMPACTS AND ISSUES<sup>1</sup>

This section summarizes the main conservation and management impacts and issues that may affect the identified heritage values of the Riverview Lands (Lands) in the short and long-term. The purpose is to ensure that a range of impacts and issues that may affect the significance of the Lands is identified. An understanding of the key potential impacts that may affect the Lands now and in the future is required in order to effectively identify and apply conservation strategies to help mitigate the potential negative consequences of any site interventions or non-interventions.

Potential impacts and issues that may affect the Lands' heritage values, character-defining elements and conservation strategies are outlined below. They have been identified relative to the significance and values of the Lands' set out in the preceding sections, and take into account the results of public and stakeholder consultations held during the preparation of the conservation plan.

#### Heritage conservation strategy table

Where impacts are directly related to heritage conservation, specific strategies have been developed for their mitigation. These strategies are outlined in the Conservation Strategy Table found in Section 3.5.

#### Environmental impacts

Environmental impacts are impacts that may occur because of environmental or ecological changes on the Lands. Environmental impacts can include climate change, the presence or spread of invasive species and natural disasters such as earthquakes.

#### Land use impacts

The impacts of land use anticipate actions or issues affecting the Lands that may occur due to current or future site uses. They include impacts on both built features and landscapes, as well as the interiors of buildings.

#### Impacts of aging

The forces of aging impact heritage values and character-defining elements through deterioration of buildings, structures and landscapes age. Condition surveys can determine the overall state of the character-defining elements, which will in turn determine the best conservation approaches. Aging will also impact existing utility systems, which can themselves deteriorate, and which could impact character-defining elements when upgraded.

#### Owner's requirements

##### Future use

The Lands are a Provincially-owned asset that must continue to satisfy the accommodation needs of the Government and government agencies (delivering programs and services, providing office space, etc.) while being prudent with available resources and addressing any other relevant issues. The aspirations of the community and the conservation of heritage values and character-defining elements will also be taken into account through the ongoing government stewardship of the Lands.

##### Operating and maintenance budgets

The Lands' character-defining elements could be impacted through reduced levels of regular

<sup>1</sup> Information in this section has been synthesized from the following sources: BC Heritage Branch *Heritage Conservation Planning Process*; Kerr, James Semple. 2004. *The Conservation Plan*, Sixth Edition. National Trust of Australia.



Grounds overlooking Colony Farm 1954 (RHHS)



maintenance if operations and maintenance budgets are reduced significantly because of the primary tenant's departure. Maintenance is the simplest and most effective way to retain heritage value in the short term and can halt or diminish deterioration through prevention of water ingress, perimeter security and a base level of heating where appropriate.

### **External factors**

External factors address any other requirements, exclusive of the categories above, which must be considered when developing conservation strategies. They include such things as statutory and legislative requirements, or the forces and issues identified by the public, such as community attitudes and expectations in relation to the place.

### **Jurisdictional and regulatory impacts**

Because the Lands, while owned by the Province, may be influenced by other authorities, jurisdictional forces may impact the Lands through issues of cooperation, tenancy and management, primarily with the City of Coquitlam. Cooperation with the City of Coquitlam and the community surrounding the Lands to develop a vision for future use and/or physical development through a long-term land use plan could assist in the ongoing stewardship of the Lands and to sustaining their integrity as a whole management unit.

Regulatory impacts can occur from the application of any relevant legislation and bylaws, at both the local and provincial levels, including such issues as accessibility, building life safety, environmental design and building envelope.

Building envelope issues may include such things as:

- Increased thermal insulation is thought to be integral to making buildings function responsibly into the future, and includes thermal insulation masonry and wood frame structures
- Metal and wood windows are challenged by contemporary insulating performance standards
- Heritage roof assemblies may not meet contemporary insulation and ventilation standards
- Concrete and masonry foundations may not be up to current standards guarding against water ingress or current insulation standards

The City of Coquitlam zoning bylaw may reveal creative ways in which zoning can be used as a conservation tool in the future use and planning for the site. Aspects of the City of Coquitlam Official Community Plan, such as the *Southwest Coquitlam Area Plan*, may be applicable to future use and planning for the site. The BC Building Code offers alternate compliance methods for character-defining elements on heritage buildings, and consultation with code officials can assist in achieving building code objectives in a manner that minimizes the impact on character-defining elements. Alternative approaches and reasonable permitted variances for character-defining elements can also assist in achieving compliance with building codes.

The listing of the Lands on the City of Coquitlam Heritage Register gives the Province access to a range of heritage conservation tools available under the Local Government Act. These currently include:

- Planning and regulatory tools
- Heritage protection tools
- Financial tools
- Partnership tools

### **Market forces**

Market forces will have an impact on both the buildings and landscapes at Riverview. The scale, form and character of new construction may be dictated by the market of the time and there may be expectations around the type and size of spaces for potential future uses such as residential

or office space, civic or educational uses, retail or commercial space and other potential uses. Measures can be taken to minimize the impacts of current market forces on the Lands' heritage values, such as:

- Alternative uses for the available buildings may be found that have a good fit with their existing configurations
- Contemporary market requirements can be sought that will reduce impacts on interior and exterior spaces that are character-defining
- Plans for interior and exterior spaces and the form and character of future additional development can be established which satisfy the economic expectations and needs of the owner, while retaining the primary characteristics of the Lands' grand landscape and campus-like feel.

### **Sense of abandonment**

Some comments from the public focused on the perceived neglect, current emptiness and lack of vision for the Lands. The current approach to understanding the Lands' heritage values and the role of the conservation plan in their future needs to be effectively communicated to the public. Ongoing public engagement in conservation and in future land use planning will assist in ameliorating this concern.

### **Enduring myths**

During the values gathering portion of the study, there were several value statements made by respondents that did not correspond with the documented historical record. In some instances opposing and contradictory statements were expressed as fact by respondents in support of particular values. While these enduring myths may form part of the heritage value of the Lands for some, they may, if perpetuated, have the potential to negatively impact the interpretation and representation of heritage value and character defining elements, which may lead to erroneous application of heritage strategy.

For example:

- The notion that John Davidson had an overall vision for a tree collection/arboretum at Riverview, established this, and planted many of the trees. His stated botanical focus was the native flora of BC and primarily consisted of herbaceous plants propagated in a nursery established in 1913 on the Colony Farm portion of Essondale. His collection was moved to UBC in 1916 before many of the tree collection plantings occurred.
- That the site was bequeathed to the Province by doctors and dedicated in perpetuity for mental health purposes. The land title record shows that fee simple title to the Lands was purchased by the provincial government in 1904.
- That the Hospital was a leading edge research facility throughout its history, and that this should be acknowledged, interpreted, and represented through character-defining elements and the communication of history. Despite the leading edge citation by some respondents, there are also contradictory opinions that this may have been the case for the early and post war years, but not for the latter stages of the hospital tenure.
- That the Lands (grounds and buildings), with only modest upgrades, could permit continued use as a large-scale mental institution. Current mental health care practices world-wide have evolved past large-scale institutional models. Because of their size and configuration, most of the large buildings on the Riverview Lands are not easily adapted to these contemporary mental health care practices.

When evaluating significance, applying heritage strategy or interpreting and communicating the

heritage of the Riverview Lands, qualified heritage professionals should be engaged to check the veracity of the historical and interpretive materials.

### 3.2 OTHER DOCUMENTS TO BE CONSULTED

Since 2003, a number of principle-based values and vision documents addressing key features and elements of the Lands have been undertaken which contain information relevant to the conservation plan. The following documents should be used for reference in conjunction with this plan.

- *Riverview Lands Tree Collection Management Plan, 2003*
- *Riverview Lands Heritage Assessment Summary Report, 2006*
- *Tree Collection Vision, 2006*
- *Riverview - Footprint Educational Project, 2007*
- *Natural Areas Vision, 2007*
- *Cultural Landscape History, 2008*

Most of these documents are available from the Ministry of Citizens' Services and Open Government at [http://accommodationandrealstate.gov.bc.ca/Major\\_Property\\_Updates/Riverview/Stewardship/](http://accommodationandrealstate.gov.bc.ca/Major_Property_Updates/Riverview/Stewardship/)

### 3.3 HERITAGE CONSERVATION APPROACHES

The focus of the conservation plan and the key function of the heritage strategies is to provide approaches to ways of managing the site's heritage values and character-defining elements. The heritage conservation of the Riverview Lands will be complex and multi-faceted, requiring a combination of conservation approaches at different levels and scales. After identifying and applying the appropriate conservation strategy for a particular character-defining element, decision makers can draw on an accepted array of choices and options in their approach to its conservation, while conserving its heritage value. The heritage field today is opening up to many creative possibilities, and the application of flexible and resourceful solutions to conservation challenges is encouraged and can yield superior and surprising results.

When developing heritage conservation approaches, consider: "Has the heritage place, element or feature any significance? If so, what?" Conservation decision making for the Lands and its component parts is based on an understanding of their significance as outlined in this document, and as later revealed in more detail through future individual statements of significance and feasibility studies to be prepared for specific character-defining elements.

The table on the following pages illustrates the broad range of available conservation approaches.<sup>2</sup>

<sup>2</sup> Information in this section has been synthesized from the following sources: *The Standards and Guidelines for the Conservation of Historic Places in Canada*; BC Heritage Trust *Principles of Heritage Conservation*; Denise Cook Design, *Yorke Island Conservancy Statement of Significance and Management Recommendations*; National Park Service, NPS Office of Policy NPS-28, *Cultural Resource Management*; Dunster, Julian and Katherine Dunster, *A Dictionary of Natural Resource Management*; The National Association for Interpretation, [http://www.definitionsproject.com/definitions/def\\_full\\_term.cfm](http://www.definitionsproject.com/definitions/def_full_term.cfm).

Conservation approach	Definition
Monitoring	<p>The systematic and regular inspection or measurement of the condition of the materials and elements of an historic place to determine their behavior, performance, and rate of deterioration over time.</p> <p>Monitoring is undertaken to ensure that adverse impacts on archaeological sites, buildings and structures, landscapes, and biological life-forms that could not be predicted or evaluated prior to site alteration or construction activities are addressed. For archaeological sites, monitoring requires the presence of a licensed archaeologist; for other heritage resources, it should be carried out by appropriate heritage professionals.</p>
Maintenance	<p>The most primary form of conservation is a site and building maintenance program. It is the routine, cyclical, nondestructive actions necessary to slow the deterioration of an historic place. It entails periodic inspection; routine, cyclical, non-destructive cleaning; minor repair and refinishing operations; replacement of damaged or deteriorated materials that are impractical to save.</p>
Stabilization	<p>A minimum amount of work done to safeguard a resource from the elements and/or destruction and to protect the public from danger. This work may involve emergency structural reinforcing, cabling (with trees), protective coverings, or hoardings of a temporary nature.</p> <p>In most cases, stabilization is undertaken in order to preserve the character-defining element for future heritage conservation work.</p>
Mothballing	<p>The temporary closure of a building or other structure to protect it from the weather and secure it from vandalism. It is intended to safeguard a character-defining element over an extended period until such time as it is decided to proceed with conservation.</p>
Repair	<p>The process of returning a character-defining element to its prior condition when it has undergone changes attributed to failure, decline, wear, normal use, or abuse. A repair action does not alter or enhance the integrity, character, performance, or design intent of the heritage feature.</p> <p>Repair may include patching of existing components using technologically compatible materials and methods; limited replacement in-kind of components; complete replacement in kind of a component when the degree of change it has undergone precludes any other type of action. Repair activities may be regulated under the BC Building Code.</p>
Preservation	<p>The action or process of protecting, maintaining, and/or stabilizing the existing materials, form, and integrity of a historic place or of an individual component, while protecting its heritage value.</p>
Restoration	<p>The process of accurately revealing, recovering, or representing the state of a historic place or of an individual component, as it appeared at a particular period in its history, as accurately as possible, while protecting its heritage value.</p> <p>Restoration is considered the primary treatment when the significance of a particular place during a particular time period significantly outweighs the loss of existing character-defining elements from other periods, and if there is substantial evidence of its appearance at an earlier time.</p>
Rehabilitation	<p>The action or process of making possible a continuing or compatible contemporary use of a historic place or landscape, or of an individual component, while protecting its heritage value. Rehabilitation makes possible an efficient contemporary use while retaining those portions and features which are significant to the resource's heritage values. New work is designed to be physically and visually compatible with and distinguishable from, the original historic place.</p> <p>With landscapes, rehabilitation is the most common intervention, since it allows for change necessary to satisfy present-day demands upon the site.</p> <p>In continued use rehabilitation, changes are made to a historic place that continues to be used for its original purpose. In adaptive re-use, the historic place is converted to a new use.</p>

Conservation approach	Definition
Reconstruction	<p>A building, site feature, or artifact that no longer exists is reproduced with new construction that exhibits the shape, material, and detailing (and often construction methods) of the resource as it once appeared.</p> <p>Authenticity is dependent on the amount of historical and pictorial evidence available for the original resource. Good documentary information without conjecture is essential in order to justify a reconstruction. With landscapes, planning should consider the age and arrangement of vegetation, allowing for growth and maintenance to continue an appearance that replicates the historical period.</p>
Replication	<p>Making an exact copy of portions of an existing structure, feature, or artifact, usually to replace a missing or decayed component in order to maintain aesthetic unity and harmony. Replication is often used for cosmetic reasons in restoration work. If valuable cultural property is being threatened or damaged irretrievably by its environment, it may have to be moved to a more protected environment. A replica may be substituted in order to maintain heritage integrity and the unity of a site or building.</p>
Renovation	<p>Occurs when extensive changes and/or additions are made to an existing building internally and externally in order to 'renew' the structure. Cultural landscapes can also be renovated, an action often described as garden renewal. These changes are often made in response to the need for more space, repair, general improvements, or lifestyle considerations.</p> <p>Renovations may be made in harmony with the existing building and neighbourhood, although conservation of heritage fabric is not the first priority of this intervention.</p>
Deconstruction or salvage	<p>The process of retaining and protecting from deterioration historic fabric or elements that have been removed from their original context.</p> <p>Selected parts of a building or landscape are protected for renovation or reuse, consisting of actions to carefully dismantle and reassemble building, structure, or artifact; in situ if possible, but often ex situ on another site.</p> <p>This process is often undertaken out of structural necessity, for the protection of significant individual features from permanent loss, to repair deteriorated material, to observe historic construction techniques or protect materials for future re-use. The term also applies to natural heritage and landscape values such as plants.</p>
Re-use	<p>Reinstalling components of deteriorated buildings, structures or landscapes in-situ or elsewhere on the site.</p>
Managed decline	<p>Allows a character-defining element to remain on site and slowly degrade or deteriorate rather than be moved or demolished. Over the long-term the natural forces of nature are used to allow the site to become a historic ruin. The first phase of managed decline typically involves carefully documenting the character-defining elements and then removing but storing in situ salvageable or unsafe parts of the building or structure.</p> <p>Documenting the process of decline is an important component of site interpretation. It is managed through measures such as temporary scaffolding or supports using appropriate historical elements, and maintenance such as removal of leaves and debris, to prolong the life of the resource and celebrate its disappearance.</p>
Interpretation	<p>A process of communicating messages about cultural and natural heritage, or telling stories about a place, that forges emotional and intellectual connections between the interests of the audience and meanings inherent in the resource. The presentation can relate to the way the place is now, has been, used, seen, touched, smelled and tasted, giving impact to evocative stories and meanings.</p> <p>The range of interpretive techniques is vast, and can include such things as interpretive signs, the retention of parts of buildings or structures, interpretive interventions designed into new construction, site furnishings or public art.</p>

### 3.4 CONSERVATION PRINCIPLES

The conservation principles summarize the major over-arching concepts that will govern the conservation of the Riverview Lands and their component parts and elements in the long and short term.

1. All heritage conservation work will consider the *Standards and Guidelines for the Conservation of Historic Places in Canada*.
2. Acknowledge that Riverview's heritage values are local, regional and provincial.
3. Acknowledge the Lands' history of change, evolution, and variety of uses.
4. Consider the heritage values of all peoples, places and time periods in decision-making for the Lands.
5. Balance social, environmental and economic sustainability criteria with conservation methods that have minimal impact on identified heritage values when making land use and land management decisions, an approach that allows functional goals to be met with the least physical intervention.
6. Heritage conservation should take into consideration all heritage values including natural, physical, cultural and intangible (oral histories, stories and memories).
7. Consider compatibility with physical and cultural heritage values and character-defining elements when identifying any new uses for the Lands.
8. Fully document heritage resources before any changes take place.
9. Utilize a range of conservation approaches and a variety of ways of communicating tangible and intangible heritage values to accommodate the trade-offs and compromises that may be required in the conservation of the Lands.
10. Consider the compatibility of any proposed physical changes with character-defining features.
11. Public engagement and dialogue is integral to sustaining heritage value on the Riverview Lands.

### 3.5 IMMEDIATE ACTIONS

1. Develop an overall communication strategy to keep the public informed on matters related to the heritage conservation of the Riverview lands.

Features identified in the Conservation Plan (building or landscape elements) as being character-defining are to be subject to the following immediate actions:

2. Prepare and implement stabilization strategies (such as mothballing or maintenance) for individual character-defining buildings, features and landscape elements where inaction may result in loss of heritage value.
3. As an aid to future land use planning, commission a high-level condition survey of the identified character-defining elements of the Lands to understand their current state of repair.
4. Conduct a feasibility study for the re-use of buildings that are character-defining, including a facility condition index assessment (FCI) that captures the economic and heritage value of existing structures. Consider the economic feasibility of re-using existing buildings as opposed to building new. Ensure a heritage conservation expert is involved in any feasibility study for heritage resources.
5. Commence the development of the land use plan for the overall site that takes into consideration how heritage resources may be conserved as part of this plan.
6. Where change is contemplated, identify in detail the character-defining elements of each affected feature, using this conservation plan to understand heritage values, assist in listing character-defining elements, and guide thoughtful heritage conservation actions.



Boys' Industrial School formal entryway  
1931 (RHHS)



### 3.6 HERITAGE CONSERVATION STRATEGIES

This section outlines the conservation strategies that will assist in the heritage conservation management of the Riverview Lands. These strategies flow from the heritage values of the site and which are embodied in the site's character-defining elements, identified in the statement of significance. The strategies address potential impacts which may affect heritage value, and are based on best practices as outlined in the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Heritage conservation measures may need to be taken for the Lands' character-defining features in both the short and long-term because of events that could include change of use, maintenance needs or land planning. The strategies tables list anticipated impacts and actions that may affect the Lands in the future. The heritage strategies offer a necessarily high level of conservation guidance, as the future use(s) of the Lands and their component parts is not yet known.

Throughout the process, communication with the public will be required to keep them engaged and informed about any plans or actions taking place on the Lands, and how the conservation plan is being implemented in order to conserve heritage value.

While conservation planning considers how the core actions of preservation, rehabilitation, or restoration (and all related approaches) can impact the values of an historic place, many other factors related to site use, retention of significance, planning, building regulation etc. can have an impact on the heritage values of the place. Impacts specifically identified as being singular to the Lands are addressed in the conservation strategies in order to mitigate their potential negative consequences.

Topics in the following tables organize the ways in which the Lands' heritage values could potentially be impacted; the specific character-defining elements potentially affected are identified; and the suggested strategies for mitigating those impacts are listed.

For clarity, the topics and accompanying strategies have been organized into four strategy tables based on the key areas for assessing the potential impacts on heritage values.<sup>1</sup>

#### 1. Retaining significance

Considers how the heritage value and sustainable use of the historic place could be affected by the continuation of its present circumstances or in the face of planned physical change.

#### 2. Owner or user requirements

Considers the impacts of any changes that are required to allow the place to continue to serve a useful purpose or to accommodate future uses or requirements.

#### 3. Physical circumstances

Considers the physical condition of a heritage feature, physical features that may have an impact on planning or use, and the forces of aging.

#### 4. External factors and regulations

Considers the impacts of relevant laws and bylaws including the Building Code, responses to climate action, or how any other outside forces will have an impact on the heritage values of the historic place.

The Heritage Conservation Plan is intended to be a key guiding document for BC Housing's land use planning process. Its role is to prepare all parties to enable them to integrate heritage conservation into land-use discussions. Without knowing the content of these future discussions, the strategies anticipate how heritage values might be affected or impacted. As different land uses or development actions are considered, the conservation plan will be consulted with regard to the heritage values of impacted features and the strategies will provide guidance on the mitigation of these impacts. At the conclusion of the land use planning process, the strategies will continue to be consulted for heritage conservation guidance as the Lands develop and change.

<sup>1</sup> BC Heritage Branch *Heritage Conservation Planning Process*; Kerr, James Semple. 2004. *The Conservation Plan*, Sixth Edition. National Trust of Australia.

3.7 CONSERVATION STRATEGY TABLES

1. Retaining significance	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
1A. Site planning and landscape design	<p>Riverview’s complex cultural landscape is composed of a number of integrated but diverse elements, and is valued as more than the sum of its parts. The site also demonstrates its evolution over time, as new open spaces were developed and others used in different ways.</p> <p>This evolved harmony of elements in their present configuration may be impacted by site planning or landscape design that does not take into account the layered nature of the landscape and its evolution over time.</p>	<p>Landscape and its character-defining elements Evolution of a grand landscape Sense of place and campus-like feel (CDEs B1-B24)</p>		<p>1A1. When considering new landscape design, conserve the overall existing sense and inter-relationship of landscape features, including trees, forest, water, topography, designed landscapes, built features and other landscape components.</p> <p>1A2. In any future site design, incorporate site planning and landscape design that respects the overall character of the site, its grand landscape design and its campus-like feel.</p> <p>1A3. Where new landscape design is considered, ensure that any new features acknowledge historical landscape elements and are compatible with existing landscape elements either natural or cultural.</p> <p>1A4. Consider the history of the evolution of the site in landscape design decisions.</p> <p>1A5. Integrate interpretive elements and methods as part of future site planning and design.</p>
1B. Building planning and design	<p>While the iconic monumental buildings are often the focus of the Lands, other buildings are character-defining through their illustration of the different eras of health care delivery and building design over time, and as existing buildings were re-purposed to meet community needs.</p> <p>Impacts to this evolved built form could consist of a building program that may not recognize this diversity of form and use.</p>	<p>Variety of building types that have evolved over time (CDEs C1-9,D11, D12, E7-8, F4)</p>		<p>1B1. Conserve the heritage value of the Lands by considering its character-defining elements in any new additions or new construction.</p> <p>1B2. Make any new building work physically and visually compatible with, but distinguishable from, the built form currently found on site.</p> <p>1B3. Ensure the massing and scale of any new buildings is in character with other buildings and structures to conserve the campus-like character and feeling of the place.</p> <p>1B4. Consider a variety building styles, massing and types that reflect the site’s past history of use and change.</p> <p>1B5. Consider a strategy of building or building cluster retention that illustrates all of the eras of site development and mental health care.</p>
1C. Species at risk	<p>The Lands contain a number of species considered at risk in Canada, which are considered an important part of the site’s natural heritage values. Wildlife species that use the Lands may become threatened or endangered because of a combination of biological characteristics and identified threats.</p>	<p>Native species Identified wildlife species at risk Tree collection, including specimen trees at risk elsewhere in the world (CDEs A2, A4, B20-22)</p>		<p>1C1. Reclaim or re-establish natural character-defining features in a manner that promotes environmental protection.</p> <p>1C2. Identify critical environmental elements of the physical wildlife corridor linkages and their values.</p> <p>1C3. Manage the site in such a way that rare or endangered character-defining vegetation, habitat and rare and endangered species are protected.</p> <p>1C4. Identify and create a plan that protects character-defining vegetation that is critical to rare or endangered species.</p> <p>1C5. Ensure the continuance of portions of the site as a wildlife corridor link</p> <p>1C6. Ensure the continuance of ground, air and light conditions for trees to thrive</p>

2. Owner or user requirements	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
2A. Current use of the site	<p>Current uses on the Lands consist primarily of Government of British Columbia uses, recreational, community and other uses.</p> <p>These uses are contained within the current infrastructure of the Lands and are expected to have some impacts on heritage values.</p> <p>The impact of minimal ongoing maintenance is considered an impact during current site uses.</p>	Entire site and its character-defining elements		<p>2A1. Consider the way in which an ongoing maintenance program (immediately and in the future) should be approached in order to avoid extensive repair or rehabilitation costs later.</p> <p>2A2. Consider a maintenance regime consisting of routine, cyclical, non-destructive action as a factor in slowing the deterioration of character-defining elements, and which employs corrective, emergency and planned routines.</p> <p>2A3. Continue to monitor and evaluate the ways in which current uses are or might potentially compromise character-defining elements.</p> <p>2A4. Develop protocols for specific uses (film making, recreational uses, etc.) that both mitigate damage to, and encourage enhancement of, character-defining elements.</p> <p>2A5. As a pro-active mitigation measure, enlist community groups active on the site to help educate users about the site's heritage values.</p> <p>2A6. Acknowledge that patients are still in residence on the site in the Fraser Health lodges and forensic cottages and encourage the ongoing use of the Lands for mental health treatment. Maintain current photographic limitations.</p>
2B. Site use changes	<p>The consideration of the site as one holistic entity has been defined as an over-arching value. Further internal fragmentation of the site and the increased urbanization of its character are impacts that can affect the site's overall sense of wholeness.</p> <p>While a key value of the site is its ability to historically accommodate a range of uses, this may impact the balance between potential uses and the site's sense of place, campus-like feel and the consideration of the Lands as a place of tranquility and healing.</p> <p>With the closure of Riverview Hospital, the province may identify different priorities for the Lands. The primary issue resulting from a change in priority is the consideration of alternative uses for the site.</p> <p>Potential changes to the use of the Riverview Lands are a key development that may impact this holistic quality, as well as other character-defining elements.</p> <p>The alteration of growth conditions such as shading, drainage, water table, etc. can impact the health of character-defining trees.</p>	<p>Entire site and its character-defining elements</p> <p>The use of the Lands as place of healing</p> <p>Evolution of a grand landscape</p> <p>Sense of place and campus-like feel</p> <p>Adaptability and change of use over time</p> <p>History as a self-sustaining village</p> <p>(CDEs B8, B12 a and b, B18, B20, B21, B22, B24, C1-9, D1-4, D10-12)</p>		<p>2B1. During planning for future site uses, take into consideration the overall arrangement and relationships of forests, open space, topography, built features and all other landscape components that are important in defining the overall heritage value of the site.</p> <p>2B2. Ensure that the land use plan retains or expresses the character-defining elements essential to the continuation of the site's identified sense of place, conserving or enhancing the special character of the Lands as a cohesive whole.</p> <p>2B3. Develop a long-term land use plan for the entire site that respects heritage values and that is supported by the Provincial government.</p> <p>2B4. When evaluating future site uses, consider those that benefit from and which complement the Lands' past use as a place of healing and its sense of tranquility.</p> <p>2B5. Find appropriate uses for the site as a whole, and any component parts or spaces, that respect its character-defining elements.</p> <p>2B6. Encourage a broad range of uses on the Lands which will promote a self-sustaining and village-like feel.</p> <p>2B7. Consider only high quality development opportunities that make proper reference to the site's character-defining elements that remain.</p> <p>2B8. Ensure that site use changes do no compromise the health of character-defining vegetation.</p> <p>2B9. Develop a plan for site-wide interpretation, considering an approach that reflects both positive and more troubling aspects of the site's history.</p> <p>2B10. Develop plans for interior and exterior spaces, with a form and character of development, that satisfy the economic expectations and needs of the site while retaining the primary characteristics of the site's grand landscape and campus-like feel.</p> <p>2B11. Explore opportunities to implement heritage conservation tools and incentives on the Lands with the City of Coquitlam and Metro Vancouver.</p>

2. Owner or user requirements	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
2C. Landscape uses – planted landscape	<p>Riverview's overall setting contributes to the significance of a cultural landscape and may help explain its origins and subsequent development and evolution.</p> <p>The tree resource at Riverview is composed of second growth native forest and deliberately planted trees. Other landscape features such as gardens, lawns, orchards and paths contribute to the value of the planted landscape.</p> <p>The key impact on the planted landscape is a potential change of site use, which may involve increased site density, new development and new landscape design.</p> <p>There is also a potential impact on a number of the trees around the buildings if the buildings are not retained.</p>	<p>Site setting Relationship of buildings and trees Tree collection Open lawn areas Orchards Cultivated and therapeutic gardens Nursery remnants Planted areas Secret forest paths Views (CDEs A1, A2, A4, A5, B5-B9, B10 a and b, B11, B12, B13, B17, B20-23, F1)</p>		<p><b>Current</b></p> <p>2C1. Prepare a maintenance / management manual to support the ongoing care of character-defining elements in the landscape.</p> <p>2C2. Protect and maintain vegetation by using non-destructive methods in daily, seasonal and cyclical maintenance tasks.</p> <p><b>Future</b></p> <p>2C3. Consider the retention of character-defining planted landscape elements and structures in their current location and arrangement, unless changes to location are overridden by a competing conservation strategy.</p> <p>2C4. Retain the spatial organization of the planted landscape and its features, or groups of features, such as the relationship between planted vegetation and buildings.</p> <p>2C5. Prepare a statement of significance for character-defining landscape features or groups of features prior to undertaking any landscape conservation work to provide a more detailed understanding of the feature's values and specific character-defining elements. The SOS is to be prepared internally by a heritage conservation professional and based on the publicly-reviewed values identified in the HCP.</p> <p>2C6. If a character-defining planted landscape element is replaced, make the new elements match the forms, materials and detailing of the original element.</p> <p>2C7. Minimize the impact on character-defining planted landscape features when making the site universally accessible.</p> <p>2C8. Repair or rejuvenate deteriorated or missing planted landscape features where there are surviving prototypes.</p> <p>2C9. Integrate character-defining planted landscape elements into any future development plan.</p> <p>2C10. Retain and perpetuate character-defining vegetation through the propagation of existing plants by preserving seed collections and genetic stock cuttings.</p> <p>2C11. Conserve views and vistas from, to and within the site.</p> <p>2C12. Consider current site use and potential future use of the cultural landscape by the local and regional community in any future planning.</p> <p>2C13. Consider the heritage importance and significance of historic uses (such as farming, botanical nursery, on-site events) as a guide to planning the future use of the landscape.</p> <p>2C14. Ensure that all planned land use changes consider the goals of the tree collection found in the <i>Riverview Tree Collection Vision</i> and the <i>Riverview Lands Tree Collection Management Plan</i>.</p>
2D. Landscape uses – constructed landscape	<p>Potential impacts on character-defining constructed landscape elements include encroachment of vegetation and future land use and site design.</p>	<p>Stone walls Grand stair to West Lawn Level ground Cemetery Playing fields Streetscapes Constructed landscape details (CDEs B4, B9-B12, B16, D8)</p>		<p><b>Current</b></p> <p>2D1. Prepare a maintenance / management manual to support the ongoing care of character-defining elements in the landscape.</p> <p>2D2. Repair and maintain deteriorated hard landscape features in order to ensure their longevity. Repairs should be physically and visually compatible with and distinguishable from character-defining features and materials.</p> <p><b>Future</b></p> <p>2D3. Consider the retention of the location or arrangement of character-defining constructed landscape features, and the relationship between constructed landscape features and the planted landscape, unless changes to location or arrangement are overridden by a competing conservation strategy.</p> <p>2D4. Prepare a statement of significance for character-defining constructed landscape features or groups of features prior to undertaking any landscape conservation work to provide a more detailed understanding of the feature's values and specific character-defining elements. The SOS is to be prepared internally by a heritage conservation professional and based on the publicly-reviewed values identified in the HCP.</p> <p>2D5. Conserve constructed landscape features such as walls and stairs. Retain playing fields and areas of level ground important for recreational and social uses.</p> <p>2D6. Repair or rejuvenate deteriorated or missing constructed landscape features where there are surviving prototypes.</p> <p>2D7. Minimize the impact on character-defining constructed landscape features when making the site universally accessible.</p> <p>2D8. Consider the integration of character-defining constructed landscape elements into future development plan.</p> <p>2D9. Design and install new constructed landscape features, if required by a new use, which are compatible with the character of the Lands.</p>

**Table 2. Owner or user requirements**

2. Owner or user requirements	Potential Impacts on character-defining elements	Impacted CDEs and SOS reference	Strategies to mitigate impacts
2E. Continued use of cemetery	The Riverview cemetery, opened for the burial of patients, is an important part of the Lands' spiritual value. This value may be impacted through further development of the cemetery, a change in its character, or its use by the general public.	Cemetery, in-ground markers and landscape features  CDEs B11, F2)	<p>2E1. Conserve the character-defining features of the original cemetery.</p> <p>2E2. Continue to administer the cemetery according to the Cremation, Interment, and Funeral Services Act [SBC 2004] chapter 35.</p> <p>2E3. Consider the division of the Riverview Hospital cemetery into two sections in order to maintain the integrity of the original patients' cemetery, with the use of different materials for new, non-patient markers.</p> <p>2E4. Consider a policy of no further internments except former patients.</p> <p>2E5. Consider establishing an ongoing cemetery maintenance fund.</p> <p>2E6. Prepare an interpretive plan for the cemetery that expresses its contribution to the Lands' history as a community for mental health.</p>

3. Physical Circumstances	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
3A. The natural landscape	<p>The natural landscape at Riverview is identified as being important environmentally and recreationally, including its critical role in habitat linkages.</p> <p>Impacts on the natural landscape can include the spread of invasive species, continued external development pressure and encroachment and changes in water or other regimes during site change.</p>	<p>Natural species Identified rare or endangered tree and wildlife species Riparian areas and their associated wildlife (CDEs A1 a to g, A2, A3, A4, A5)</p>		<p>3A1. Understand the site's ecological features and how they contribute to the natural and cultural heritage value of the landscape.</p> <p>3A2. Balance the conservation of the historical and cultural character of the Lands with the site's naturally occurring biodiversity.</p> <p>3A3. Manage invasive species by removing or reducing invasive alien species that are resulting in the loss of character-defining ecological, landscape and built features and their components.</p> <p>3A4. Maintain the continuity of natural areas by promoting contiguous relationships with evolved natural areas such as Colony Farm Park and Riverview Forest.</p>
3B. Site circulation	<p>The meandering circulation system on the Lands, primarily the roadways, is the result of an adaptation to local topography and a design sensibility related to the early buildings. Improvements, such as widening or straightening, to site circulation for engineering or safety reasons can impact the character-defining form and character of the roadways.</p>	<p>Site topography Remnants of the original, and relocated Pitt River Road right-of-way Connection to transportation routes Holly Drive, Oak Terrace, Violet Way streetscapes Narrow paved serpentine roads Slow vehicular speed Tree-lined roadways Grand stair to West Lawn Forest paths (CDEs B2-B4, B13, B15, B16, B23, D10)</p>		<p><b>Current</b></p> <p>3B1. Conserve aspects of the circulation system - such as topography, paths, walkways, parking lots, roads – that are important in defining the overall heritage value of the landscape.</p> <p>3B2. Manage current roadways, pathways and walkways to retain their character-defining elements.</p> <p><b>Future</b></p> <p>3B3. Acknowledge the evolution and heritage value of the circulation patterns and systems, and how they contribute to the heritage value of the cultural landscape.</p> <p>3B4. Understand and conserve the collective character-defining elements that comprise the site's streetscapes.</p> <p>3B5. Where appropriate, integrate new development into the existing pattern of roads and paths.</p> <p>3B6. Conserve human-engineered topographical changes that are important in defining the overall heritage value of the landscape.</p> <p>3B7. Consider that the historical roadway configuration and resulting slow vehicular speeds may become part of a system of traffic calming.</p> <p>3B8. Retain the character of existing streets in any new roadway design and create a roadway hierarchy to minimize design changes to most roads.</p> <p>3B9. Interpret early trails and roadways no longer visible on the Lands by such means as marking them in the landscape.</p>
3C. Buildings (structure and exterior)	<p>Potential impacts on hard or built landscape elements include encroachment of vegetation and future land use and site design.</p> <p>Health and safety upgrade requirements can result in extensive alterations to existing structural framework. The BC Building Code is the guiding document for these building upgrades.</p>	<p>All character defining buildings All character defining buildings (CDEs B19, C1-C9, D11-12,-, E7-8, F4)</p>		<p><b>Current</b></p> <p>3C1. Stabilize or repair deteriorated building features by structural reinforcement or weather protection as required until any additional intervention is undertaken. Repairs should be physically and visually compatible with and distinguishable from character-defining building features and materials.</p> <p>3C2. Identify vegetation encroachment that is impacting character-defining building exteriors and prepare appropriate action plan.</p> <p><b>Future</b></p> <p>3C3. Conserve the Riverview Lands' character-defining buildings.</p> <p>3C4. Prepare a statement of significance for individual buildings prior to undertaking any changes to provide a more detailed understanding of the building's values and specific character-defining elements. The SOS is to be prepared internally by a heritage conservation professional and based on the publicly-reviewed values identified in the HCP.</p> <p>3C5. Find a new uses for character-defining buildings that are compatible with physical and cultural heritage values and character-defining elements and require minimal intervention to the existing fabric.</p> <p>3C6. Prior to any decision-making about a building's future, carefully consider all alternative conservation approaches that may be implemented to effectively communicate the heritage values of that building to the public. Conserve exterior building elements and materials in-situ or re-use them elsewhere on the Lands.</p> <p>3C7. Conserve the heritage value and character-defining elements of buildings when creating any new additions or any related new construction. Make the new work visibly compatible with and distinguishable from the character-defining building.</p> <p>3C8. Minimize the impact on character-defining buildings when making the site universally accessible.</p> <p>3C9. Review the impact of building code compliance on character-defining elements and work with code officials to achieve code objectives in a manner that minimizes the impact on character-defining elements.</p> <p>3C10. Investigate systems, methods or devices of equivalent or superior effectiveness and safety to those prescribed by code so that unnecessary interventions can be avoided.</p> <p>3C11. Consider the retention of the character-defining location or arrangement of buildings, and the relationship between buildings and the planted landscape, unless changes to location or arrangement are overridden by a competing conservation strategy.</p>

**Table 3. Physical Circumstances**

3. Physical Circumstances	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
3D. Buildings (interiors)	Potential impacts on building interiors include future building uses and encroachment of vegetation.	Lawn buildings, Henry Esson Young, Crease Clinic, Nurse's Residences 1 and 2 (Administration and Fernwood Lodge), residential cottages, Boys' Industrial School buildings  CDEs C1-C7, D5)		<p><b>Current</b></p> <p>3D1. Document interior character-defining elements and identify any particular maintenance requirements.</p> <p>3D2. Identify vegetation encroachment that is impacting character-defining building interiors and prepare appropriate action plan.</p> <p>3D3. Stabilize and repair character-defining interiors.</p> <p><b>Future</b></p> <p>3D4. Prepare a statement of significance for individual building interiors prior to undertaking any changes to provide a more detailed understanding of the feature's values and specific character-defining elements. The SOS is to be prepared internally by a heritage conservation professional and based on the publicly-reviewed values identified in the HCP.</p> <p>3D5. Ensure proposed future uses have minimal impact on character-defining elements.</p> <p>3D6. Ensure character-defining interiors are minimally impacted when making the site universally accessible.</p> <p>3D7. Prior to any decision-making about the future of a building's interior, carefully consider all alternative conservation approaches that may be implemented to effectively communicate the heritage values of that interior to the public. Conserve interior elements and materials in-situ or re-use them elsewhere on the Lands.</p> <p>3D8. Consider the retention of the character-defining location or arrangement of rooms within buildings, unless changes to location or arrangement are overridden by a competing conservation strategy.</p>
3E. Building deterioration	Exposure to environmental elements can cause building materials to deteriorate.  Deterioration of buildings over time can be caused by impacts such as envelope failure from water ingress (walls and foundations); ultraviolet light; plants or vines; dry rot or other physical factors.	All character-defining buildings, exterior and interior  (CDEs B19, C1-C9, D11-D12, E7-8, F4)		<p>3E1. Identify and assess the level of deterioration in all character-defining buildings.</p> <p>3E2. Prior to any decision-making about a building's future, carefully balance its social, economic and environmental objectives through a feasibility evaluation process. Ensure a heritage conservation professional(s) is involved in the feasibility evaluation.</p> <p>3E3. Identify and follow best-practices, such as those advocated by English Heritage in Vacant Heritage Buildings for mothballing a character-defining building to maintain the potential for future operation or use.</p> <p>3E4. Where a building is too deteriorated to rehabilitate, consider a program of managed decline, interpreting the process of decay, collapse and disappearance.</p> <p>3E5. Record each character-defining building using photography or video to provide continuity and future visual reference. Compile an inventory of any fixtures, fittings or artifacts of historic significance.</p> <p>3E6. Prior to any decision-making about a deteriorated building's future, carefully consider all alternative conservation approaches that may be implemented to effectively communicate the heritage values of that building to the public.</p>
3F. Constructed landscape deterioration	Exposure to environmental elements can cause hard landscape features and materials to deteriorate.	Serpentine road network Stone walls and stairs Concrete stairs, sidewalks and pathways  (CDEs B4,B9, B15, D2)		<p>3F1. Identify and assess deterioration in all character-defining landscape structures and constructed landscape features.</p> <p>3F2. Identify character-defining constructed landscape elements where natural aging and deterioration would not mean a loss of significance.</p> <p>3F3. Stabilize or repair deteriorated constructed landscape features as required to retain heritage value until any additional conservation intervention is determined. Repairs should be physically and visually compatible with and distinguishable from character-defining constructed landscape features and materials.</p> <p>3F4. Prepare a grounds maintenance protocol for constructed landscape features.</p> <p>3F5. Where it has been determined that a character-defining constructed landscape feature or structure is too deteriorated to retain, alternative conservation approaches should be implemented to communicate the heritage values of that feature to the public.</p>
3G. Aging utility systems	Impacts to buildings, particularly interiors, may result from the physical deterioration of utility systems and modifications to provide heat. The upgrade of other utilities such as sewer or electricity may also impact the landscape values of the site.	All character-defining buildings, exterior and interior  (CDEs B19, C1-C9, D11-D12, E7-8, F4)		<p>3G1. Identify specific potential impacts on character-defining elements as a result of utility upgrades (HVAC, plumbing, sprinklers and electrical).</p> <p>3G2. Balance conservation of character-defining elements with building utility system upgrades.</p>

External factors and regulations

4. External factors and regulations	Potential impacts on character-defining elements	Impacted CDEs and SOS reference		Strategies to mitigate impacts
4A. Security and protection of buildings and grounds	The primary impact of the need to secure and protect the buildings and grounds is on the ability of the public to freely access the Lands.	Entire site and its character-defining elements Ongoing ability for the public to freely access the Lands Historical access to the Lands by the public (CDEs F7, F8)		4A1. Maintain appropriate security measures. 4A2. Ensure security measures do not negatively impact the site's character-defining elements. 4A3. Determine ways in which some portions of the site can still be made available for use by the public while determination is made about its future. 4A4. Consider a security plan that maintains public access of the Lands while minimizing vandalism and risks to public safety. 4A5. Maintain a dawn to dusk policy for public access to the grounds in order to retain site security. 4A6. Modify security measures as the site continues to evolve.
4B. Tree life expectancy	The primary impact stemming from tree life expectancy is the organic nature of trees (and other vegetation) leading to a pre-determined lifespan.	Tree collection Rare and endangered tree species Memorial trees (CDEs B20 – 22)		4B1. Maintain an accurate tree collection inventory to reflect the current situation and ensure all tagged trees from previous inventories are available in digital map form. 4B2. Implement Riverview Tree Collection Vision and the Riverview Lands Tree Collection Management Plan regarding maintenance, replacement and replanting. 4B3. Propagate endangered, deteriorated or missing parts of vegetation where there are surviving prototypes. 4B4. Use the BC Landscape Nursery Association best practices as a guide to tree management. 4B5. Identify replacement program options and ensure their relationship to the significance of the tree collection.
4C. Un-monitored forest, tree and plant growth	While the vegetation of the Riverview Lands is one of its key character-defining elements, a degree of maintenance is required to ensure that un-monitored growth does not impact the site's character-defining elements.  Unmaintained vegetation can screen important views, limit access to paths and walkways, hasten the deterioration of buildings and hard landscape features, and encroach upon plant remnants (orchard, botanical nursery) that are character-defining.	Significant views Paths and walkways Tree collection Character-defining buildings and structures Hard landscape features Orchards Botanical nursery remnants (CDEs B4 -8, B13, B15, B17, B19, B20, C1-C9, D11-D12, E7-8, F1, F4)		4C1. Identify all character-defining elements that could have their significance compromised by plant growth and decaying vegetation. 4C2. Conserve vegetation by using non-destructive methods and daily, seasonal and cyclical tasks. 4C3. Conserve views and vistas by using non-destructive methods and daily, seasonal and cyclical tasks. 4C4. Prepare a grounds maintenance protocol for soft landscape features. 4C5. Survey, identify, tag and conserve all trees in danger from unmonitored forest growth, such as orchards, holly farm and botanical nursery remnants. 4C6. Reference the Riverview Tree Collection Vision and the Riverview Lands Tree Collection Management Plan for additional guidance.
4D. Archaeological sites	Undetected archaeological sites may be present at Riverview. Site types may include camps, resource sites related to hunting, fishing, and plant gathering and processing, overland travel routes, and settlement and burial sites.  While disturbance can diminish the chance of site identification, past disturbance does not eliminate the need to identify and record such sites, nor does potential disturbance diminish the inherent value of heritage sites and places to First Nation communities.	Any identified archaeological sites or sites of First Nation significance		4D1. The Province understands the Lands are important to Kwikwetlem and other First Nations, and that although no archaeological sites have been documented at the Riverview Lands, inadvertent impacts to unknown archeological, spiritual or cultural sites could occur. 4D2. This HCP does not include any information regarding the heritage and traditional values of the Kwikwetlem First Nation. An assessment of Kwikwetlem's heritage and traditional values in the Riverview Lands will be undertaken through an independent process. 4D3. If and when a suspected archaeological site is identified, BC Archaeology Branch, Kwikwetlem First Nation and any other impacted First Nations will be contacted.
4E. Continued urban development	Surrounded on all sides by subdivisions, roadways, and other generally built-up areas, the Riverview Lands are subject to pressures from continued and increasing urban and amenity development. Impacts may come from infrastructure development such as road widening, bicycle lane construction, expansion of sewer and water systems, and from increased site use as local and regional populations rise.	Entire site and its character-defining elements		4E1. Prior to any proposed urban or infrastructure development or expansion, identify specific character-defining elements that will be impacted and communicate to the appropriate authorities. 4E2. When impacts are identified, consider alternate design or construction techniques and reduced or site specific engineering standards where appropriate.

**Table 4. External factors and regulations**

4. External factors and regulations	Potential impacts on character-defining elements	Impacted CDEs and SOS reference	Strategies to mitigate impacts
4F. Hazardous materials	Hazardous materials of primary concern at Riverview include asbestos and lead paint and materials that have contaminated soil and groundwater. Hazardous materials used in the past can impact the current and future use of the site and its heritage resources, as well as affecting public health and safety, wildlife and aquatic habitats, and the ability of the Lands to be used for recreation.	Character defining buildings (interior and exterior) Areas of soil contamination (CDEs C1-9, D11, D12, E7-8, F4)	4F1. Refer to internal hazardous materials reports to identify heritage features that are hazardous or those that contain hazardous material. 4F2. Utilize the existing inventory of hazardous material to determine where hazardous materials preclude the conservation of a character-defining element and develop an alternative plan to present the feature's heritage values. 4F3. Use best available techniques to ameliorate the impacts of hazardous materials on site. 4F4. Remediate contaminated soils beneath buildings as necessary with minimum impact on character-defining building and landscape elements.
4G. Environmental forces	Changes to the environment can have significant impacts on the site's character-defining elements. These impacts may include climate change resulting in flooding, fire or loss of habitat, erosion and earthquakes.	Natural species Naturalized flood plain Riparian areas and their associated flora and fauna Tree collection / planted vegetation Ground water regime and hydrology Cemetery Buildings (CDEs A1– A5, B11, B20-B22, C1-9, D11, D12, E7-8, F4)	4G1. Understand future flood levels, changes in precipitation patterns and frequencies of extreme weather events and determine any impacts on the site's character-defining elements. 4G2. Determine character-defining constructed landscape features above and below ground that may be impacted by flooding. 4G3. Identify, assess and monitor risks caused by climate change. 4G4. Restore or rehabilitate natural habitat. 4G5. Avoid disruption of the site's groundwater regime and natural irrigation.
4H. Invasive species	Land clearing, human habitation and related activities put significant pressure on local species. Disturbed habitats are prone to invasions that can have adverse effects on local ecosystems, changing ecosystem functions and endangering native or naturalized species.	Native or naturalized species All wildlife and riparian areas	4H1. Manage invasive species by removing or reducing invasive alien species that are resulting in the loss of character-defining ecological, landscape and built features and their components. 4H2. Consider the use of volunteers trained to remove invasive species. Consult with the Invasive Species Council of BC or the City of Coquitlam's Bad Seed invasive plant program for resource information. 4H3. Liaise with the Invasive Species Council of BC for best practices to manage invasive species.