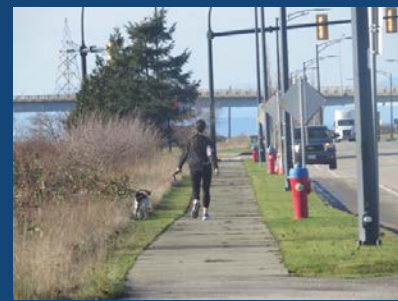


Tsawwassen First Nation **INDUSTRIAL AREA** **SECONDARY PLAN**



Purpose and Acknowledgements

The purpose of this *Industrial Area Secondary Plan (IASP)* is to direct development and associated policies on this part of the Tsawwassen First Nation Lands. It provides the foundation for the implementation of development and redevelopment on Phases 1 and 2 lands of the Industrial Area.

This *IASP* includes a detailed analysis of the site and context, outlines the important opportunities and challenges, presents the planning and development policies as well as the implementation steps that will help shape the area, so it remains beneficial to the Tsawwassen First Nation for seven generations. It is a framework for development that can respond and adapt to changing conditions over time. The intent is to create an outstanding industrial area that builds continuing wealth and prosperity for the Tsawwassen First Nation for generations to come while recognizing language, culture and healing as core to its greater mission.

Many plans help shape the Tsawwassen First Nation community. It takes the efforts of many people and teamwork. We would like to thank all those Elders', TFN Artists, other Tsawwassen Members, Leadership, Staff, and Consultants that were involved in the process and bringing this plan to life.

Approved: January 20, 2026





VISION

Building on the objectives outlined in the 2025 Land Use Plan: ?i ct scəw'athən təməxʷ (Our Tsawwassen Lands), and guided by the foundational pillars, language, culture and healing in the xʷəliwənstəxʷ kʷə syəw'éhəl ct (Honouring Our Ancestors) Charter, as well as community success indicators,

the Industrial Area Secondary Plan envisions that:

TFN's Industrial Area will emerge as a regional and national hub for logistics and distribution, represented by a distinct TFN identity. Development will reflect the aspirations of TFN Members, create lasting benefits for future generations, ensure the long-term realization of market value, and support social, economic and environmental sustainability.

?i ct scəw'athən təməxʷ Our Tsawwassen Lands

Plan Guide and Development Enquiries

This brief guide will help you navigate the *TFN Industrial Area Secondary Plan (IASP)* as it provides an overview of the plan structure, development administration, and approval process. Further enquiries on potential LEASES should be made to the *TFN Economic Development Department (TEDD)*, and development PROCESS and APPROVALS to the *TFN Lands Department*.

Plan Structure: The *Industrial Area Secondary Plan* is divided into five sections:

- *Sections 1, 2, and 3:* The first three sections provide the context, site analysis, and framework for development.
- *Section 4:* The fourth section is the core of the plan and provides the development principles, plan concept, and policies that will shape any development application.
- *Section 5:* The final section outlines the implementation and approval requirements.

TFN Industrial Area Administration: TFN industrial area parcels are owned by TFN government. Leases and development may be managed through Tsawwassen Industrial Lands Corporation (TILC). The following departments enable development on these parcels:

- *TFN Economic Development Department* deals with agreements to lease, and leases on behalf of TFN, with potential applicants and ensures that the economic interests of TFN are considered. TEDD guides the leasing process on behalf of TFN (landlord).
- *TFN Lands Department* (with the Development Engineering team) are the TFN government regulatory agency and enable the physical development of land and related infrastructure including processing the development application and approval requirements of the TFN industrial area parcels.

Approval Process: The process for approvals includes the following steps: *(See Section 5 for further details)*

1. Pre-Consultation
2. Zoning Amendment and Member Consultation (if required)
3. Subdivision
4. Environmental Protection, and Form and Character Development Permits
5. Building and Sign Permits
6. Occupancy Permit

Existing TFN Regulatory and Technical Information: TFN regulatory requirements for the Industrial Lands include but may not be limited to the following:

- TFN Land Use Plan
- This Industrial Area Secondary Plan
- TFN Land Use Planning and Development Act
- TFN Subdivision and Development Regulation
- TFN Zoning Regulation
- TFN Development Permit Area Regulation
- TFN Commercial and Industrial Design Guidelines
- TFN Bulk Water and Sanitary Trunk Sewer Master Plan
- TFN Integrated Rainwater Management Plan
- TFN Supplementary Design Guidelines and Construction Specifications
- TFN Consolidated Planning and Development Application Fees Regulation
- TFN Offsite Levies Regulation
- Regional Development Cost Charges may not apply

Access to the existing TFN plans, regulations, studies and other applicable documents on TFN's Planning and Development webpage <https://tsawwassenfirstnation.com/portfolio/planning-and-development/>.

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TSAWWASSEN FIRST NATION

1.0 PLANNING AND DEVELOPMENT CONTEXT

1.1 Regional Location and Size

The total size of the Industrial Area is approximately 335 acres (135 hectares) located on the north side of the TFN Community. The southwest portion of the industrial lands is on the edge of the Salish Sea. The TFN Industrial Lands are also located on the southern edge of Deltaport Way at the eastern entrance to Deltaport, one of two major container shipping ports in Vancouver (see Figures 1, 2 and 3).



Figures 1 and 2: Aerial photos showing the regional location of the Industrial Lands on the northern part of the TFN Community along the Salish Sea.



Figure 3: Aerial photo of the industrial area with major access from Deltaport Way that surrounds the north and northwest ends of the site. The Phase 1 north section of the industrial area is mostly developed while the Phase 2 southern section is vacant except for temporary uses.

1.2 TFN History and Cultural Significance

Tsawwassen First Nation have been on these lands since time immemorial. Traditional knowledge, including legends and ancestral names, confirm continued occupation of the area. TFN recognition and identity is important as part of developing the Industrial Lands. It is the “Placemaking” component of any development in the community. On April 3, 2009, the Tsawwassen People ratified the first urban First Nations Treaty in British Columbia. The Treaty provided TFN with a land base of 724 hectares (1,789 acres). Tsawwassen First Nation also became the first First Nation to join Metro Vancouver as a full member and is also represented on the TransLink Mayors’ Council. In 2019, TFN acquired an additional 80 hectares of land, bringing the total land base to 804 hectares (1,987 acres). TFN is one of the fastest growing jurisdictions in the Lower Mainland with over 5,000 leasehold residents living on TFN Lands and more than 250 companies conducting business on TFN Lands.

The 2024 *TFN xʷəliwənstəxʷ kʷəθə syáwéñəł ct (Honouring Our Ancestors) Charter* recognizes the language, culture and healing guiding principle as essential to the Tsawwassen First Nation’s prosperity and well-being. This principle is interwoven through six key themes of governance; health, wellness and safety; economic prosperity and food security; complete communities, assets, and infrastructure; education and livelihood; and ecosystem and stewardship. Each theme has its own set of desired outcomes, reflecting Tsawwassen First Nation’s aspirations and the legacy for future generations (see Figures 4 and 5 below).



Figures 4 and 5: *TFN Honouring Our Ancestors Charter* recognizes language, culture, and healing as the guiding principle.

1.3 Planning Background

Land Use Plan 2025 Update

Since the Treaty signing in 2009, TFN has made significant progress following the original *Land Use Plan* vision and policies. The 2025 *Land Use Plan Update* responds to evolving community needs and provides a renewed vision and continued guidance for land use over the next 25 years (see Figures 6 and 7). The Land Use Plan is guided by the following foundation principles:

- nə́caʔmát: Work together as one
- tatəĺwí:ls: Iterative decision-making
- səniw: Rely on member advice, traditional knowledge and best practices

The Plan envisions a thriving, culturally vibrant, environmentally sustainable, and inclusive community. Its Vision introduces three core values:

- syə́θəs (Culture): Tsawwassen people take pride in, and our residents respect Tsawwassen culture, traditions and stories. Coast Salish art and hə́ŋqəmiḥə́m language are widely used on TFN Lands.
- šxʷkʷecxənəm (Care): The environment, views, and idyllic location of TFN lands are protected. The foreshore and the bluff are appropriately managed, new forest areas are created, and TFN is prepared for climate change.
- məsteyəxʷ (Community): The community is established, safe and well serviced for a growing population of Members and leasehold residents. Land development is balanced with environmental protection and Members' needs, while reflecting Tsawwassen cultural roots. The community offers more housing choices for Members and TFN has an expanded land base.



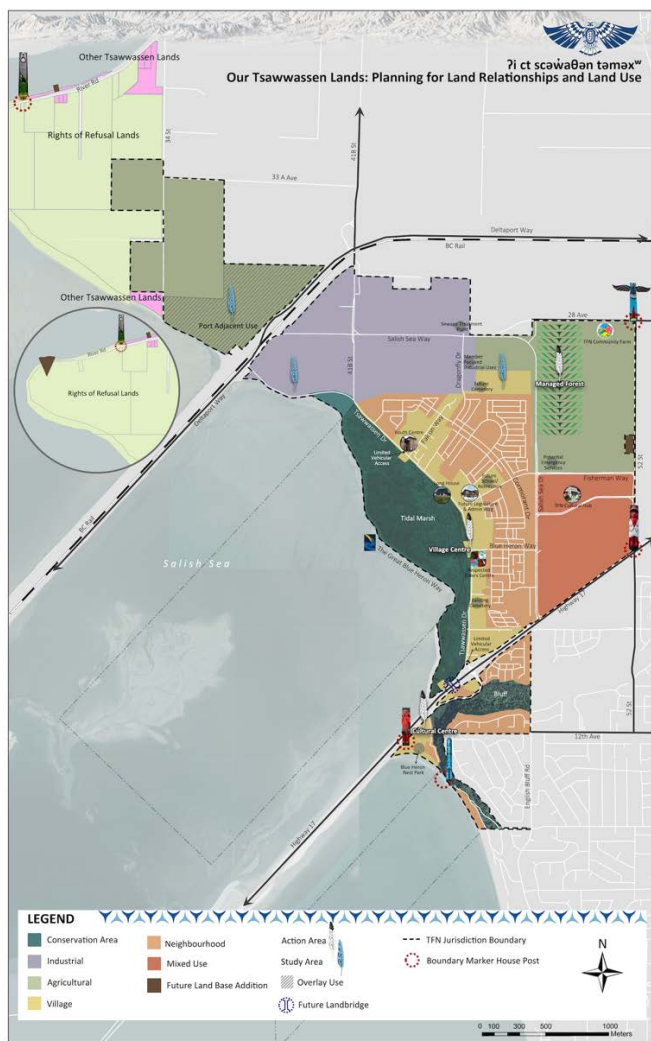


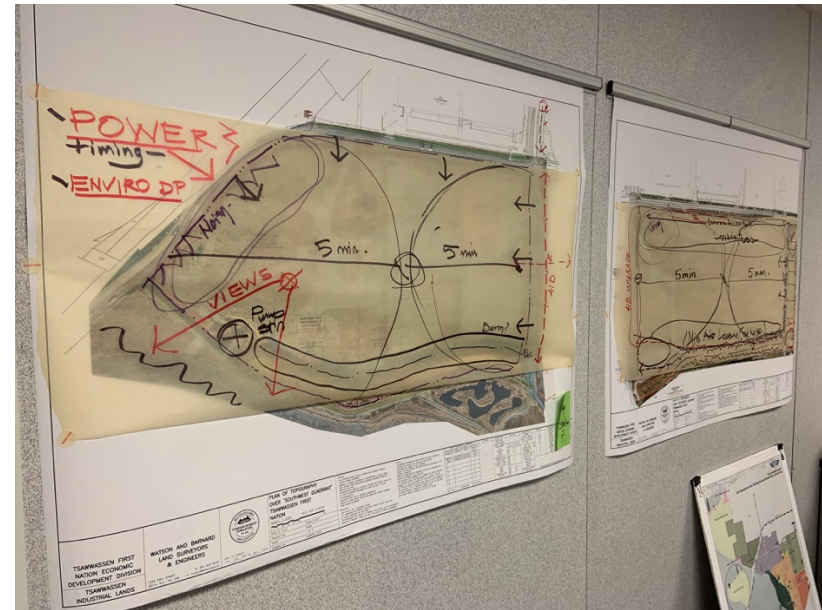
Figure 6: TFN Land Use Plan Update, Land Use Plan, 2025



Figure 7: TFN Land Use Plan Update, 2025 (Excerpt Industrial Land Use area enlargement)

Industrial Area Planning and Design Charrette

A two-day planning and design “Charrette” was held on October 28 and 29, 2025. The purpose of the Charrette was to develop the framework for the *Industrial Area Secondary Plan*. Participants from TFN staff and consultants shared background information including planning, design, and infrastructure context, market studies, and strategy highlights. To support the immediate Tsawwassen Economic Development marketing goal of initial leasing of lands in 2026, the group collaboratively reviewed development gaps and constraints generally including power supply, roads, traffic and parking, environmentally sensitive areas management and impacts on the developable and non-development areas. Enabling development was confirmed as the main function of the *Industrial Area Secondary Plan*.



Figures 8 and 9: Staff and consultants discuss and develop land use and economic framework for *Industrial Area Secondary Plan* at the Charrette.

1.4 Market Context and Analysis

Market Study Purpose and TFN Focus

To support development and completion of TFN's *Industrial Area Secondary Plan*, the following summary of the core *Industrial Land Strategy* (ILS) market study findings and recommendations are included here in the IASP. The industrial lands market review was conducted to support development of a vision for the approximately 73 gross hectares (180 gross acres) of Phase 2 industrial lands that merges market drivers with TFN goals and objectives (see Figure 10).

Regional Industrial Market Trends

As tracked by Metro Vancouver in its Metro Vancouver Industrial Land Inventory reports, the region can be described as heavily constrained from a land supply perspective. Strong industrial market demand, coupled with low land supply conditions, generated a period of untenably low industrial vacancy rates (0.4% to 0.9%) through 2021 and into mid-2023.

Since mid 2023, significant new supply and the return of some older industrial space to the market as businesses seek higher quality tier 1 space, has driven industrial market vacancy back to a healthier 3.4% in the third quarter of 2025 – down from 3.6% in the 2nd quarter. 2025 has also brought significant absorption alongside new supply, reflecting a more balanced market.

With completion of Phase 1, the TFN industrial area now comprises 170,440 sq. m. (1,834,595 sq. ft.) which already makes it a node of significance tracked by the major brokerage firms in the region. This Phase 1 floor area now represents about 0.8% of the region's total industrial floorspace supply of approximately 21.9 million sq. m. (236 million sq. ft.).

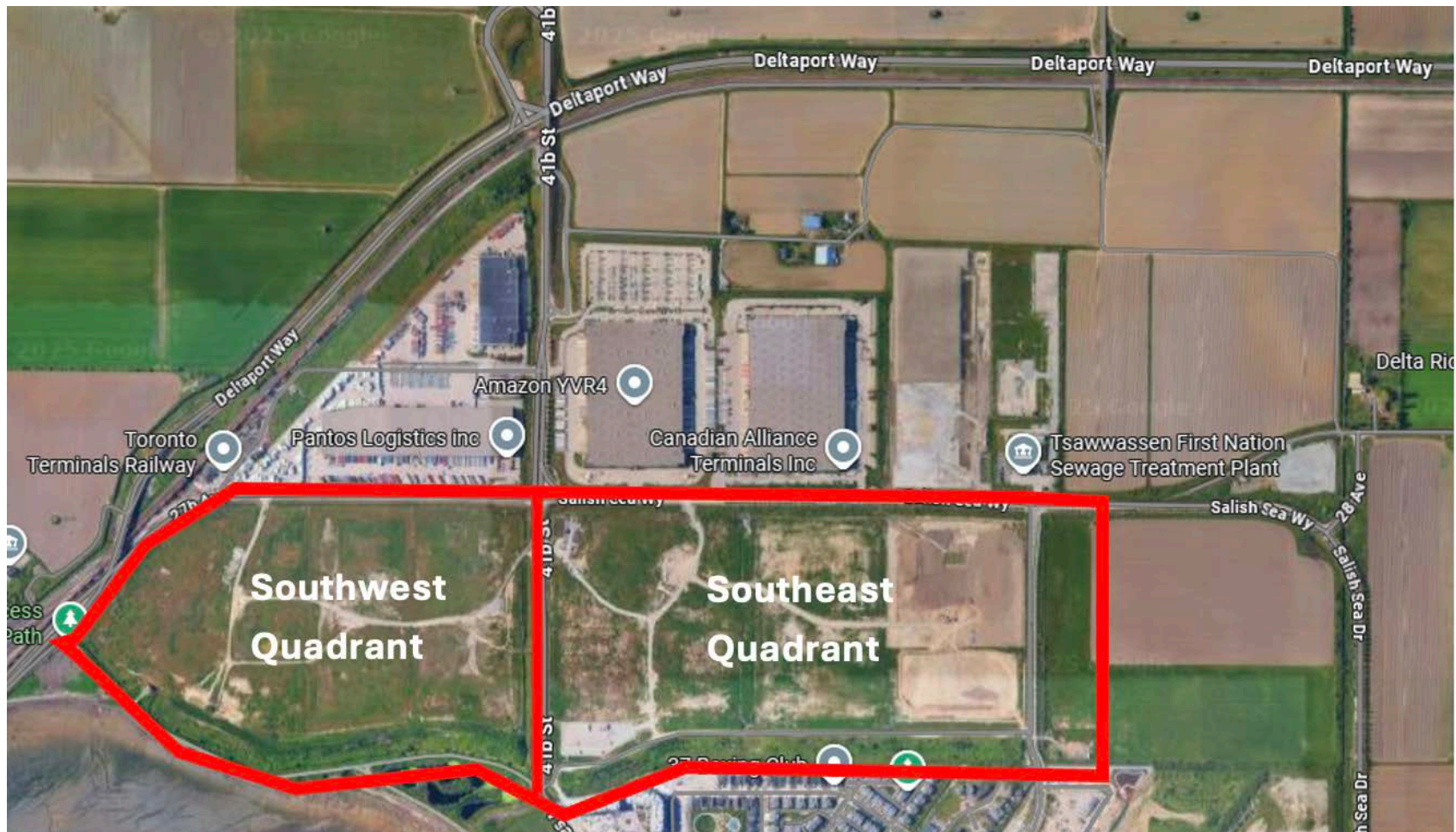


Figure 10: Phase 2 southeast and southwest new development quadrants.

Recommended Strategic Vision

With the Phase 2 lands, TFN has an opportunity to focus primarily on further developing a trade-enabling logistics and warehousing node of regional significance, building on the foundation established in Phase 1.

In so doing, TFN will have the opportunity to:

- Play a leading role in better supporting the region's trade-enabling functions (i.e. supporting the long-term resilience of the Asia Pacific Gateway) by going to market with large industrial sites ideally suited for large-scale Tier 1 industrial users.
- Set aside industrial land best suited for smaller-lot industrial development and TFN owned businesses (east edge).
- Permit small-scale commercial uses to meet the needs of workers.
- Build on environmental best practices by further leveraging investments in alternative energy sources and progressive building design.
- Create new amenities to enhance the health and vitality of TFN members, TFN leaseholders and TFN area workers (multi-use trail connections, and open space).
- Ensuring the health and ongoing vitality of Phase 1 industrial businesses.

Key elements of the TFN vision for its remaining industrial land base include:

- Collaborative approach to the development/partnership framework.
- Sequencing/market timing of the Southeast Quadrant (initial) and Southwest Quadrant (later).
- Industrial Area Secondary Plan alignment.
- Creating a strong TFN identity for the lands.
- Focusing on lower risk/proven demand uses creating the likelihood for better financial returns and participation.
- Facilitating development through optimal level of prescription – letting the market lead optimal delivery and tenant mix.

Core Trade-Enabling Vision

The core trade-enabling vision and key elements are presented is illustrated in Figure 11 below.



Figure 11: Phase 2 Trade-Enabling Vision Concept

There is also potential for the Southwest Quadrant to potentially accommodate some non-industrial uses along the waterfront. This is being reviewed on a preliminary basis but will need to be examined more closely as the Southeast Quadrant approaches build-out. It is important to note that neither rail access, nor a dedicated container storage yard form part of the vision for the Phase 2 lands. These uses, while important in the longer-term development of a more comprehensive import and export hub, have been determined to be best suited for locations north of Phase 1 industrial uses.

Recommended Development Program

The development plan for TFN industrial lands includes:

Southeast Quadrant (SEQ) (Short to Medium Term)

- Trade-enabling industrial warehousing uses totaling approximately 176,000 sq. m. (1.89 million sq. ft.) over 34.0 hectares (84.0 acres - net of existing berm).
- Small-lot industrial users on lots ranging from 0.2 to 0.8 hectares (0.5 to 2.0 acres), more likely in medium term, once the TFN trade-enabling industrial node has had time to expand beyond Phase 1.

Southwest Quadrant (SWQ) (Medium to Longer Term)

- Trade-enabling industrial warehousing uses totaling roughly 131,922 sq. m. (1.42 million sq. ft.) over approximately 31 hectares (77 acres).
- Potential to accommodate non-industrial uses along the SWQ waterfront with the aim of maintaining the integrity of industrial lands' trade-enabling role.

Critical Site Planning Success Factors

Initial site planning recommendations include:

- Plan for site-specific Floor Area Ratio/ Floor Space Ratio (FAR/FSR) in the range of 0.40 to 0.50, as this range is ideally suited to optimizing the efficiency, and thus value, of anticipated trade-enabling uses.
- Initiate Phase 2 development within the Southeast Quadrant, to align with the initial parcel currently being prepared. This initial parcel could be considered to support a warehouse building of approximately 41,806 sq. m. (450,000 sq. ft.) at optimal site coverage.
- Focus access points for truck traffic along northern edge of both the Southeast Quadrant and Southwest Quadrant.
- Completion by TFN of studies supporting member use waterfront area as part of the Special Study Area in the Southwest Quadrant.
- Consider amenity, servicing and traffic needs assuming anticipated employment generation for the Phase 2 lands:
 - SEQ – 167,225 sq. m. (1.8 million sq. ft.) to generate roughly 1,500 Full-Time Equivalent (FTE) jobs at build-out.
 - SEQ + SWQ – 315,870 sq. m. (3.4 million sq. ft.) likely to generate roughly 2,800 Full-Time Equivalent (FTE) jobs at build-out.

2.0 SITE ANALYSIS

2.1 Current Developed and Undeveloped Lands

Phase 1 industrial land development consists of TFN leased across 44 hectares (110 acres) for 60 years with tenants that include Chevron (Card Lock), Canadian Border Services Agency (Container Inspection Facility), Euroasia (Transload Facility), and Healthcare of Ontario Pension Plan/Great West Life (“GWL”) with Amazon as the major tenant in the GWL1 building. There is also a second warehouse of comparable size (referred to as GWL2) with multiple tenants and the 4449 Salish Sea Way “Beedie” building farther east.



Figures 12-14: Illustrate site improvements in Phase 1 that include street trees, bike lanes, sidewalks, TFN art, language, and cultural recognition.

Phase 2 consists of approximately 73 gross hectares (180 gross acres) of unleased, bare, industrially zoned lands remaining to be developed. The location of these Lands, including access to a waterfront lot, is strategic, being directly adjacent to the Salish Sea, and neighbouring Deltaport through which approximately \$500 million of Canada’s pacific regional trade flows every day at the Port of Vancouver (see Figure 15).



Figure 15: Site Analysis illustrating Phase 1 and Phase 2 with the primary truck routes and the sensitive south and southeast edges of Phase 2.



Figures 16-18: Current development in Phase 1 north of Salish Sea Way reflecting large industrial buildings and associated improvements.



Figures 19-21: Trail, ditches, and earth berm in southwest quadrant of Phase 2 requiring further environmental study.

2.2 Access and Mobility

The TFN Industrial Lands are currently accessed by 27B Avenue, 41B Street (north of Salish Sea Way), and Salish Sea Way. Connection to Deltaport Way is available by an overpass and interchange ramp and direct access to 27B Avenue is available for eastbound traffic on Deltaport Way. Preliminary TFN truck routes are shown in Figure 22 below.

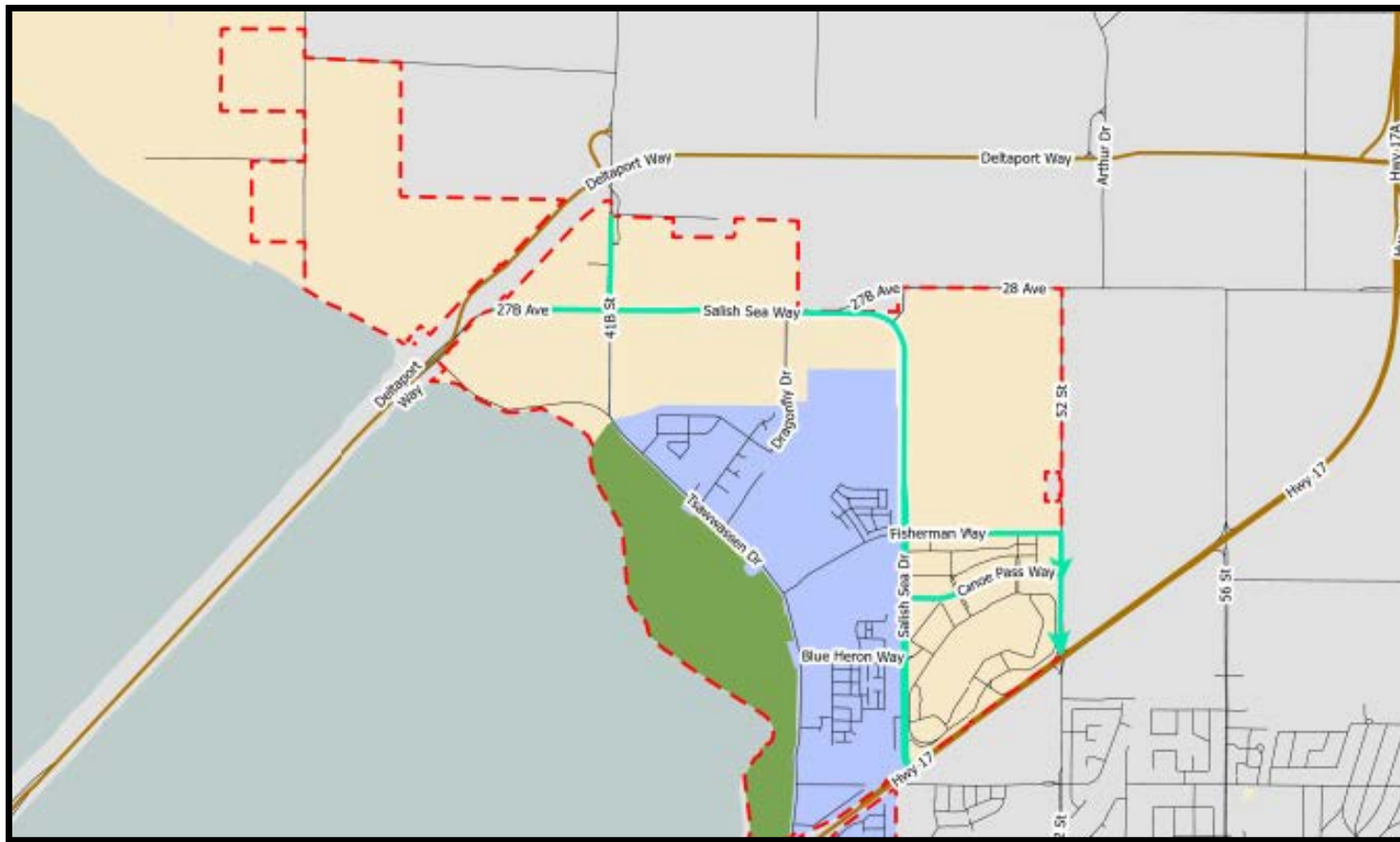


Figure 22: Preliminary Truck Routes

The 41B roadway north of Salish Sea Way includes sidewalks on each side. A multi-use path is located on 27B Avenue west of 41B Street.

The lands are served by the 609 South Delta Exchange community shuttle operated by TransLink/Coast Mountain Bus Company.

A future roadway will be constructed upgrading 41B Street south of Salish Sea Way to accommodate large vehicles and serving adjacent industrial uses. The road will include a multi-use path and will accommodate truck turning (see Figures 25 and 26).

Dragonfly Drive is not designed or designated for industrial use or to accommodate large trucks. Furthermore, heavy trucks using this road may be unable to find egress from areas to the south of the Industrial Lands due to road geometry.

The primary references for access and transportation related infrastructure are the TFN Community Transportation Study and two subsequent reviews of the Industrial Lands. Copies of the documents are available from the TFN Lands Department.



Figures 23 and 24: TransLink 609 South Delta Exchange community shuttle and bike lane on Salish Sea Way.

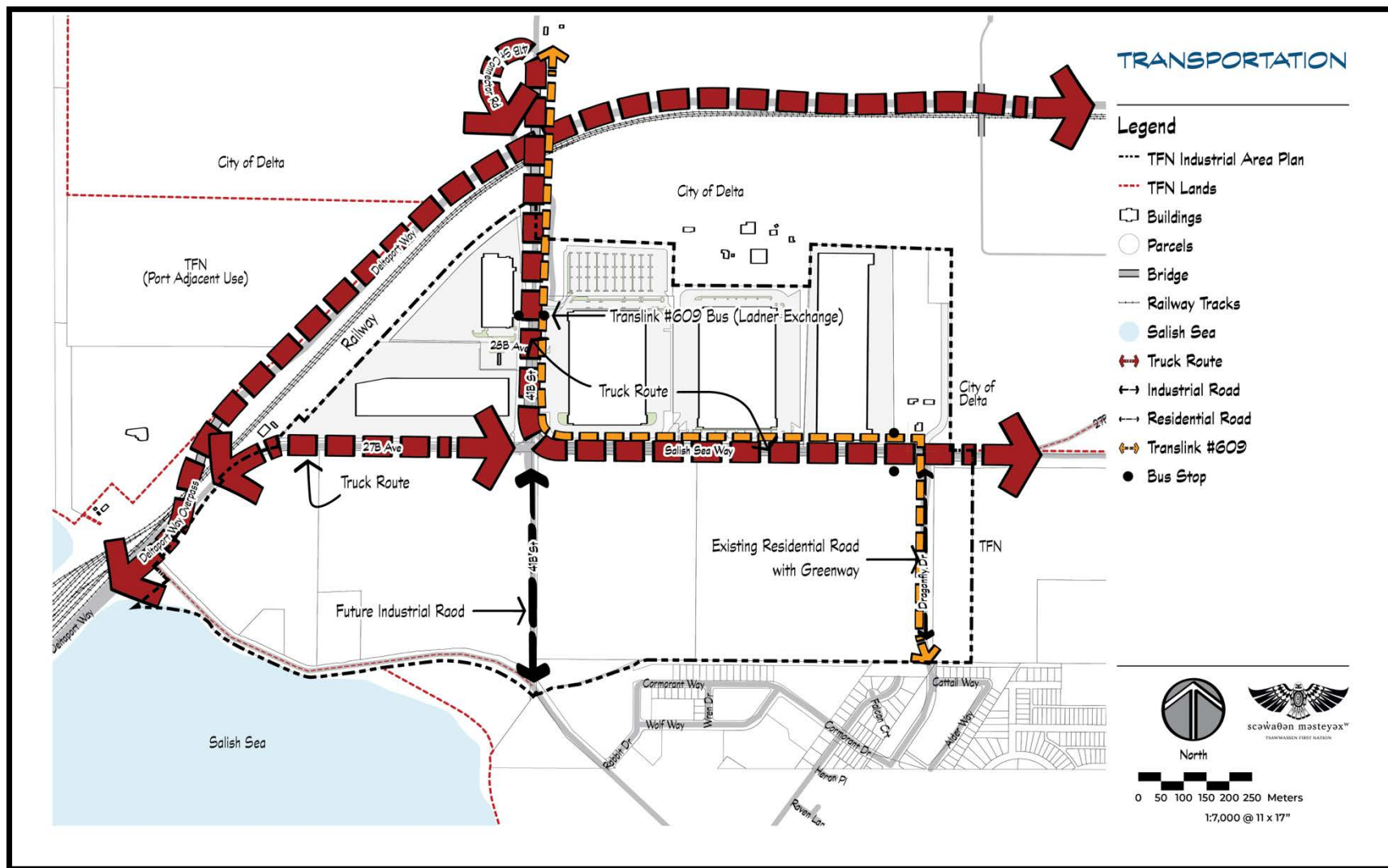


Figure 25: Transportation

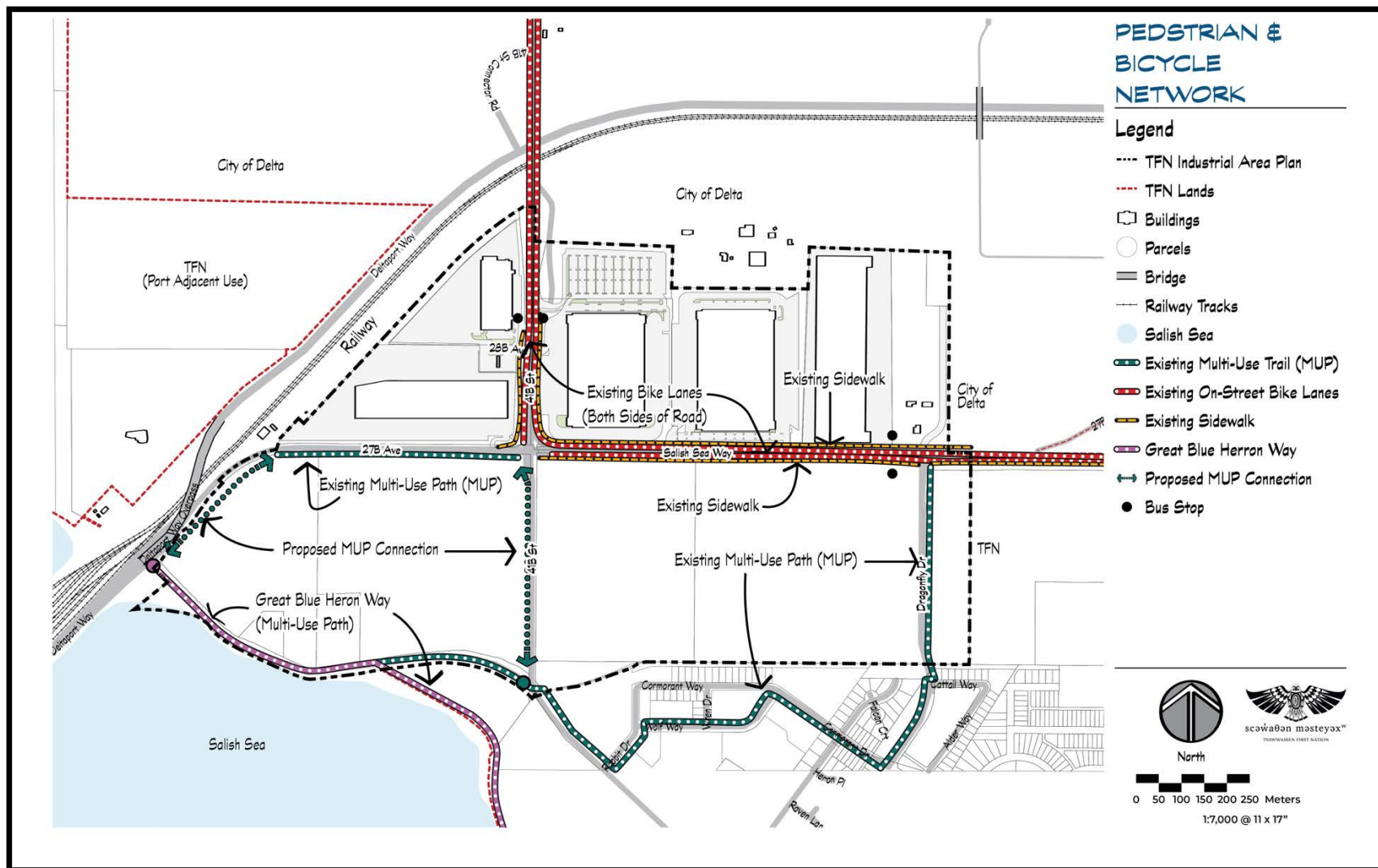


Figure 26: Pedestrian and Bicycle Network

2.3 Water and Sewer Servicing

The TFN Industrial Lands are serviced for domestic water and fire flows by watermain along Salish Sea Way and 41B Street. Looping for system security is provided within the Phase 1 area and along Dragonfly Drive. The supply originates with the Greater Vancouver Water District.

New watermain along 27B Avenue will potentially be required to serve the southwest quadrant (Phase 2C) depending on building layout and land use demands.

The Industrial Lands are served primarily by forcemains for conveyance of effluent to the TFN Sewage Treatment Plant. The existing system will accommodate typical warehouse and office water users and land use with relatively low building occupancies. Gravity sewers serve the existing Phase 1 area to convey effluent from buildings to the TFN owned and operated sanitary lift stations.

To provide service conveying effluent in the Phase 2 area additional sanitary lift stations will be required. Depending on building layout and site configuration, between three and five new sanitary lift stations will be required. These are typically submersible duplex pump stations that include metering of effluent and backup diesel generators. They are developer delivered. Local gravity sanitary sewers connecting buildings to the pumped system are delivered on a site-by-site basis with considerations given to adjacent sites (see Figure 27).

The primary reference for water and sewer is the TFN Bulk Water and Sanitary Trunk Master Plan. It is available here:

https://tsawwassenfirstnation.com/wp-content/uploads/2019/07/TFN_Bulk_Water_and_Trunk_Sanitary_Master_Plan_FINALr1_2014-02-04.pdf

Supply points for water, on site water systems, and on-site sanitary gravity systems are designed and constructed beyond any demarcation point by the developer. Design requirements for water and sewer systems are available in the TFN Supplementary Design Criteria and Construction Specifications. These are available here: <https://tsawwassenfirstnation.com/wp-content/uploads/2019/07/TFN-Supplementary-Design-Guidelines-and-Construction-Specifications-2025-06-fin.pdf>

Some land uses are restricted by the available water supply or the effluent requirements of the TFN Drainage and Sewer Regulation. Proponents should be aware of the requirements. The Regulation is available here: https://tsawwassenfirstnation.com/wp-content/uploads/2019/07/Drainage_and_Sewer_Regulation_06.15.pdf

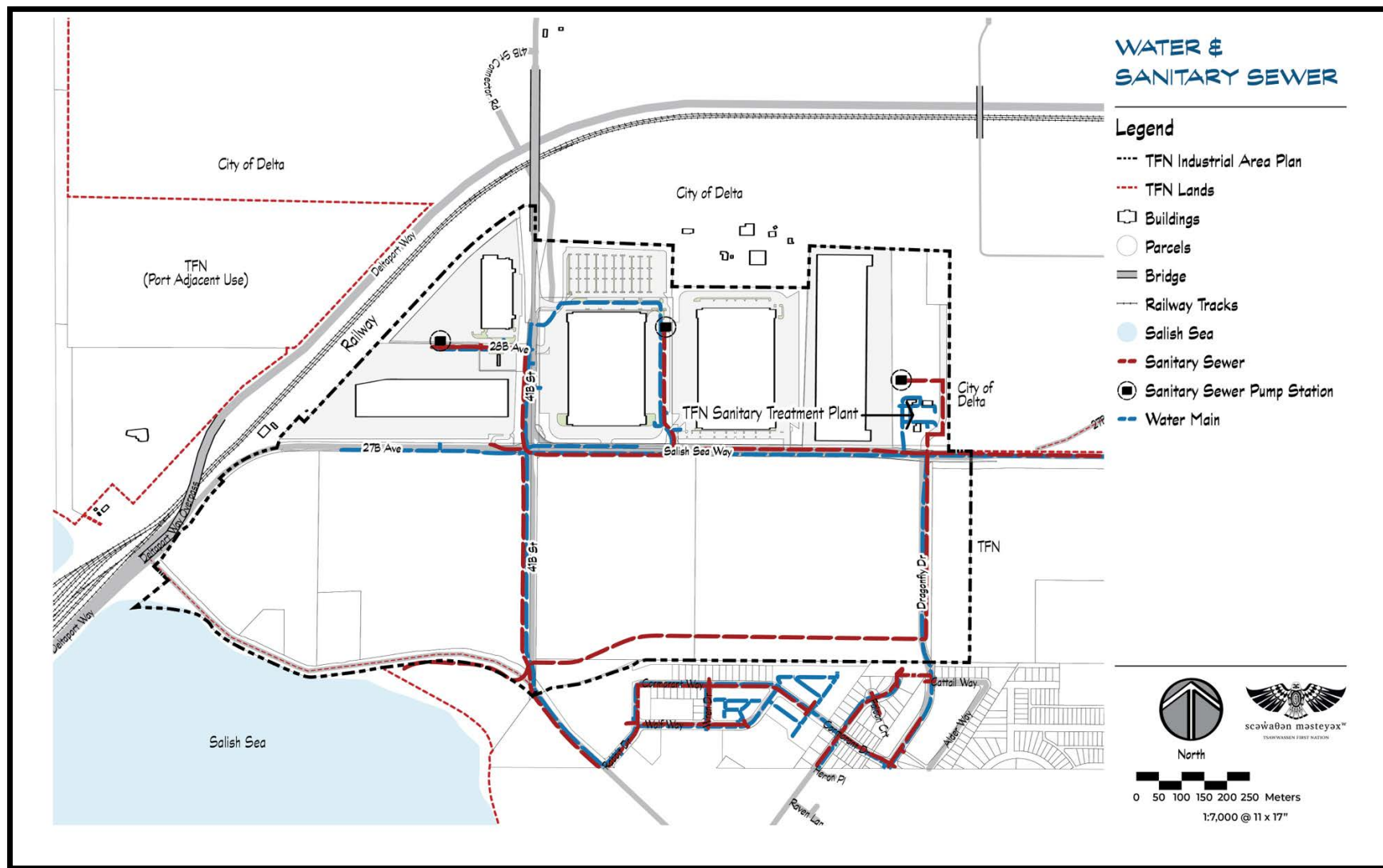


Figure 27: Water and Sewer Plan

2.4 Drainage

The TFN Industrial Lands are drained by a system of open ditches, culverts and local gravity storm sewers. Runoff is ultimately discharged to the Salish Sea by a Drainage Pump Station in the southwest quadrant that is owned and operated by TFN. The operational and environmental intents of the TFN drainage system elements are defined by the TFN Integrated Rainwater Management Plan (IRMP). It is available for reference here:

https://tsawwassenfirstnation.com/wp-content/uploads/2019/07/TFN_IRMP_Final_Report_12.20.2013.pdf

The open drainage system network is comprised of waterways that are identified as having environmental value. All work adjacent to or within the wetted perimeter (e.g. culverts, headwalls) are subject to *BC Water Sustainability Act* permitting (see Figure 30).

Local gravity storm sewers are in place to convey roadway drainage to the open ditches, and within industrial lots to capture and convey drainage from the site to a suitable outlet. On lot drainage systems are the responsibility of the developer to design, construct and operate. All drainage at TFN is treated in accordance with the IRMP prior to discharge to the off-site systems. The Phase 2A lots are intended to drain to the north and south sides of the site and cannot drain to Dragonfly Way. Design requirements for local drainage systems are set out in the TFN Supplementary Design Criteria and Construction Specifications. They are available here:

<https://tsawwassenfirstnation.com/wp-content/uploads/2019/07/TFN-Supplementary-Design-Guidelines-and-Construction-Specifications-2025-06-fin.pdf>



Figures 28 and 29: Existing drainage ditches on the north side of Salish Sea Way and on the south side of 27B Avenue.

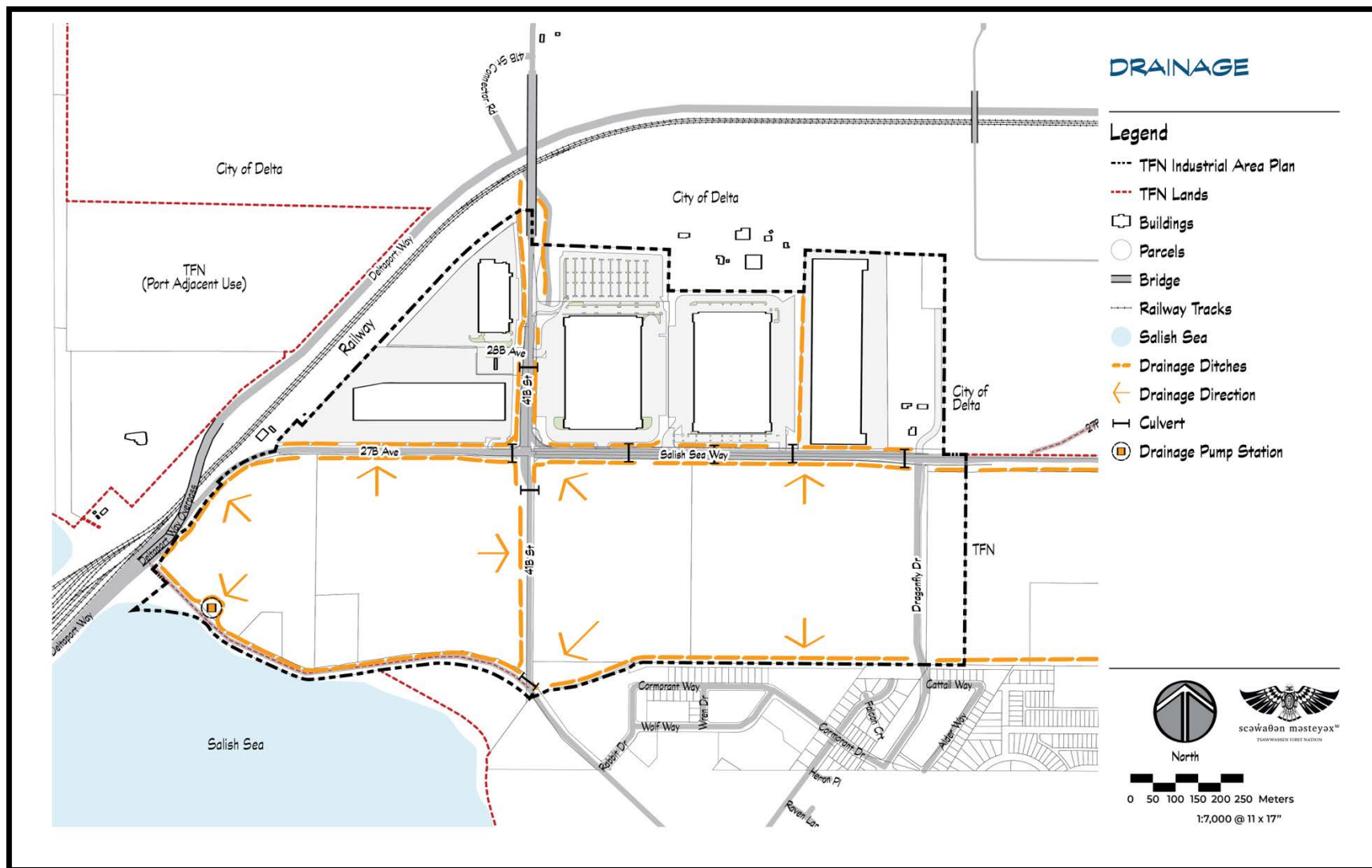


Figure 30: Drainage Plan

2.5 Geotechnical and Fill Considerations

The TFN Industrial Lands have been filled in the period since Treaty. In general, grade fill on the Phase 2 industrial lots has been placed using commercially available fill obtained and placed using TFN contracts under supervision by geotechnical and geoenvironmental specialists.

The existing berms along the southern edge of Phase 2 are not considered to be structural material.

The Phase 1 industrial lands were filled in some cases by developers (e.g., GWL) and in other cases by TFN (e.g., Beedie).

Records of placement, material characteristics, and topographic survey will be available from TEDD.

Geoenvironmental matters are generally dealt with via the leasing process. Permitting under the TFN Soil Transport, Deposit and Removal Regulation will be required for site surcharge loading. Subdivision and Building Permit approvals will require geotechnical engineering input.

2.6 Environmental, Berm Structures, and Connection to the Salish Sea

The TFN Land Use Plan places a high priority on the natural environment. The TFN Industrial Lands Environmental Assessment (EA), TERA et.al., 2010 (the EA) sets out the basis of environmental requirements for development of the lands. The TFN IRMP further expands on runoff treatment requirements for a range of land uses, including industrial.

The open drainage system forms part of the environmental mitigation for the filling of numerous field ditches within the industrial lands. Final grading and environmental plantings in accordance with the EA will be delivered by developers along the lot frontage. The environmental requirements including construction and operational environmental management, planting, runoff treatment, noise and air quality are controlled through the TFN Development Permit Area Regulation. It is available for review here:

[https://tsawwassenfirstnation.com/pdfs/TFN-Laws-Regulations-Policies/Regulations/Development_Permits_Regulation_05.2024.pdf](https://tsawwassenfirstnation.com/pdfs/TFN-Laws-Regulations-Policies/Regulations/Development_Permits/Development_Permits_Regulation_05.2024.pdf)

The southwest quadrant of the industrial lands abuts the foreshore and the Salish Sea. The importance of the connection to the foreshore identified in the *Land Use Plan* and consideration of alteration to the existing berm have identified the southwest quadrant as a special study area in the *Land Use Concept* outlined in Section 3.2 of this IASP.

2.7 Third Party Utilities

The TFN Industrial Lands are served by BC Hydro, Fortis BC, and Telus Communications. Gas and telecommunications are well served. Hydro is application driven and will be the responsibility of the developer as part of the development application process, with assistance from TEDD. TEDD is developing a strategy for defining hydro supply and should be approached directly for current documentation.

2.8 TFN Potential Placemaking and Identity

The *Tsawwassen First Nation Placemaking Strategy* is a comprehensive framework to enhance public spaces, reinforce cultural identity, improve pedestrian connectivity, and standardize placemaking elements across TFN lands. Placemaking is an important component of this *Industrial Area Secondary Plan*. This *Placemaking Strategy* is informed by past Executive Council decisions, reports, community engagement, TFN's *Our Living Traditions Strategy*, and aligns with TFN's x̱w̱əliw̱ənstəx̱w̱ ḵ'w̱ə syáw̱éñəł ct, *Honoring Our Ancestors Charter*.

This *Placemaking Strategy* in the Industrial area supports the Charter's principles by celebrating culture, restoring connections to the land, and strengthening intergenerational relationships. Public art and ceremonial spaces promote community healing, which is a foundational objective in *Our Living Traditions Strategy*. Placemaking elements include storyboards (interpretative signs), public art and sculpture, event/cultural spaces, art recognition plaques, carvings and outdoor plaques, lighting, seasonal decorations, gateway/entrance features, public murals, and many others.

Placemaking elements could highlight the importance of TFN wildlife and plants (e.g., migratory birds, waterfowl, frogs, bats, ceremonial or medicinal plants) and acknowledge historic sites such as former transportation waterways, archaeological village sites, and fishing areas. It could also encompass creating event spaces for community members to gather and celebrate with each other.

The current developed Phase 1 Industrial area has *Placemaking* elements including art and sculpture, TFN language in signage, crosswalks, public murals, and wall graphics (see Figures 31 to 36 below).



Figures 31-36: Existing TFN *Placemaking* elements in the Phase 1 Industrial area.

3.0 LAND USE CONCEPT

3.1 Principles

Development within TFN's Industrial area will be guided by principles that ensure continuity with the broader Tsawwassen Lands, strengthen connections to Tsawwassen culture and community, and promote sustainable growth. These principles reflect a commitment to cultural integrity, economic resilience, and environmental stewardship, while fostering flexibility, innovation and long-term prosperity.

Key Principles include the following:

- **Learning and Adaptation:** Incorporate lessons learned from Phase 1 to inform future development.
- **Community-Oriented:** Reflect what TFN Members want and value.
- **Capacity Building:** Facilitate, empower, and build capacity for TFN to grow over time.
- **Sustainability and Legacy:** Support social, economic, environmental sustainability, and develop with consideration of seven generations.
- **Expertise and Partnership:** Leverage specialized development expertise.
- **Phased and Flexible Approach:** Follow a phased, parcel-by-parcel strategy while allowing flexibility for a diverse portfolio of proposals.
- **Exploration of Alternatives:** Subject to additional studies, consider alternate uses in the southwest quadrant consistent with the 2025 TFN *Land Use Plan*.
- **Adjacent Uses and Appropriate Buffering/Site Planning:** Consider adjacent uses and appropriately buffer or carefully examine sensitive site planning that respects these existing conditions.

3.2 Land Use Concept Plan

Phase 1 of the IASP is largely developed north of Salish Sea Way and 27B Avenue. The following seven components will shape the Phase 2 *Land Use Concept Plan* south of Salish Sea Way and 27B Avenue as illustrated in Figure 37:

1. **Phase 2 Primary Development Areas:** The primary development areas will be in the southeast and southwest quadrants, excepting the special study areas located in the Southeast Quadrant (SEQ) and the Southwest Quadrant (SWQ) along the Salish Sea.
2. **Secondary Plan Special Study Area Considerations:** The special studies areas in the far east (east side of Dragonfly Way) and southwest (identified as industrial waterfront parcel in the 2025 Land Use Plan) parts of Phase 2 will require environmental, socio-economic, geotechnical and other engineering studies to determine the development requirements and appropriately scaled land uses.
3. **Primary Land Uses:** The primary land uses will be light and medium industrial uses relating to transportation, distribution facilities and related businesses. Heavy industrial uses will not be permitted. Smaller TFN and other related businesses will be located east of Dragonfly Drive. The associated Zoning will generally include light and medium industrial uses and other innovative industrial business uses, with potential for appropriate alternative uses in the Southwest Quadrant.
4. **Mobility:** The primary truck route north on 41B Street to Deltaport Way and east/west along 27B/Salish Sea Way and Salish Sea Drive to Highway 17 will convey trucks in and out of the industrial area. TransLink provides bus access to the area along Salish Sea Way and 41B connecting to the TFN community south and Ladner (part of the City of Delta) to the north. Sidewalks, bike lanes, and multi-use pathways (Dragonfly Drive) provide pedestrian/bicycle access to the area along all the improved streets. 41B Street south of Salish Sea Way will be improved with a multi-use pathway in parallel with development on adjoining parcels.
5. **Environmental Stewardship, Trails, and Enhancements:** The southeast and southwest earth berm areas will be improved as part of Phase 2 development to enhance wildlife values and buffering for adjoining leaseholders, especially

those directly south of Phase 2. The trails along the southwest edge along the Salish Sea are planned to connect to the south side of 27B Avenue to enable an eventual “looped” connection to 41B and south again to TFN residential areas.

- 6. Design Guidelines and Buffer Requirements:** Design guidelines will include the location of storage and loading facilities so that the industrial uses minimize any visual, noise, dust, and other potential related nuisances along the roadways and especially south to the residential and east to the proposed TFN Cemetery and agricultural uses. Buffer requirements will include visual screening to soften transitions to adjoining uses. Architectural and site planning design guidelines will include setbacks, materials, lighting, parking, and landscape direction to improve site attractiveness and mitigate any external impacts where possible. (See also *Placemaking Concept* in the following Section 3.3 for further site details and opportunities.)
- 7. Phase 2 Development Directives:** In the first phases of Phase 2A and 2B (west and east edges of Dragonfly Drive):
 - Reserve access to Site 2B and future TFN Cemetery site.
 - No vehicular access to Site 2A from Dragonfly Drive.
 - No changes to the Dragonfly and Salish Sea intersection operation (No trucks to south).
 - Locate disruptive activities on north and west side of the site to protect surrounding TFN Cemetery and residential activity.
 - Ensure appropriate access from Salish Sea Way to avoid interference with existing accesses on the north side.
 - Provide architectural, setbacks and placemaking elements along the west and east sides of Dragonfly Drive.
 - Keep berm and force main access in a separate parcel under TFN ownership.
 - Ensure Statutory Rights-of-Way (SRW) for drainage and other infrastructure for development are in place.
 - Subdivide parcel prior to lease.

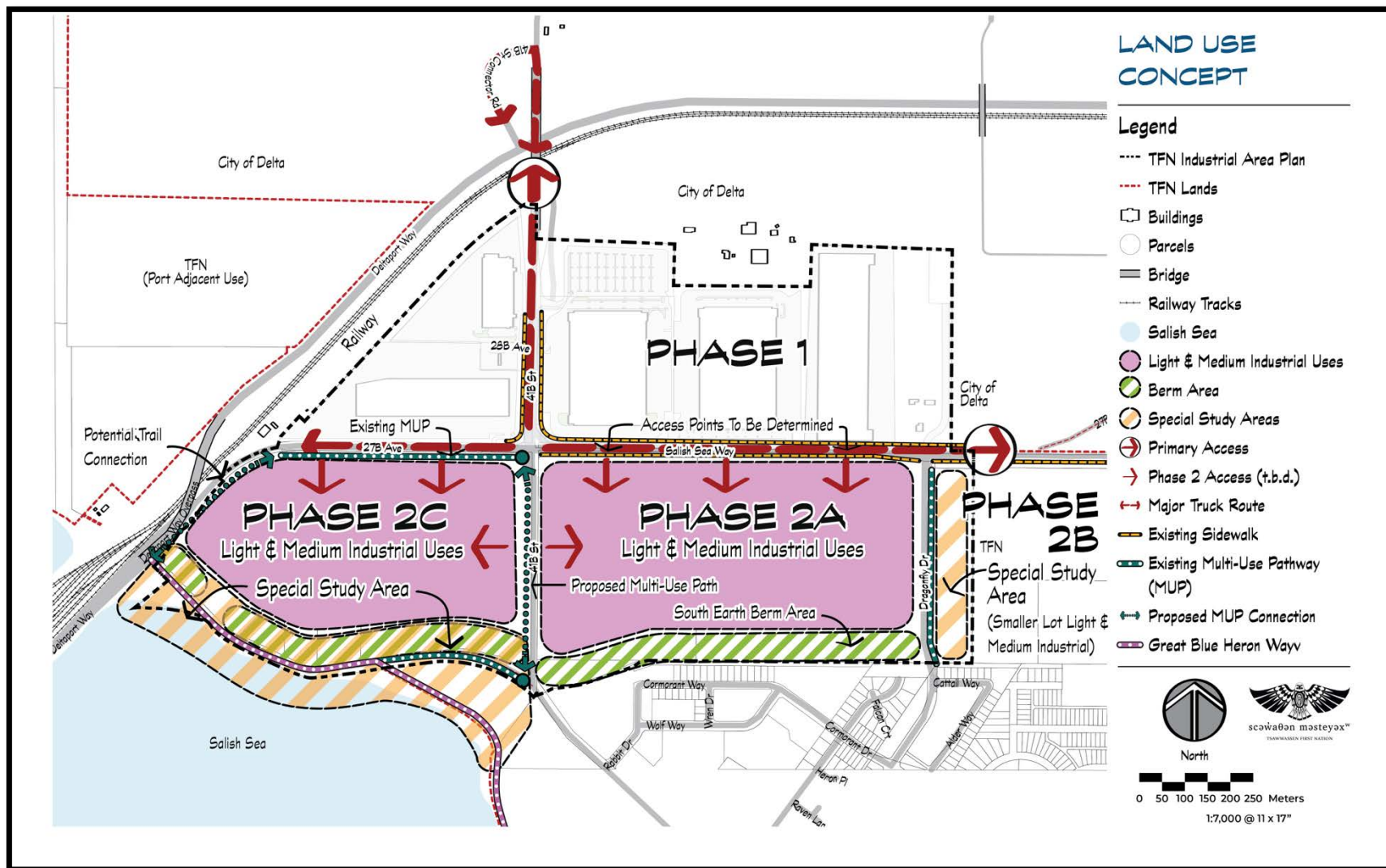


Figure 37: Land Use Concept Plan.

3.3 Placemaking Concept Plan Framework

To support future development and redevelopment, this IASP identifies the Community needs for a strong TFN theme/identity, standardized placemaking elements, and provides general guidance on implementing placemaking elements with a *Placemaking Concept Plan*. In the industrial area, 1% (one percent) of construction value is intended for *Placemaking*. All the principal Placemaking elements of the *Placemaking Strategy* can be applied to individual site plans and buildings, but the following are suggested and illustrated in Figure 38, *Placemaking Concept Plan* for specific TFN “Public Realm” improvements on the roads, earth berms, and trail areas. This Industrial Lands *Placemaking Concept Plan* is a framework of ideas for more detailed work and refinement by TFN Artists and Members. The *Placemaking Concept Plan* represents a commitment to *Placemaking* in the Industrial area that incorporates TFN culture, healing, and environmental stewardship. The Plan provides opportunities to contribute to projects on other TFN lands (offsite) adjoining the leased development areas (e.g., Great Blue Heron Way trail, the roadways, and the berms on the southern edge).

The *Placemaking Concept Plan* is only a beginning for further discussions and suggests opportunities for *Placemaking* that include:

1. **Name the Industrial Area:** Name the TFN Industrial Lands in hə́nqə́mihə́m to give it TFN identity and recognition.
2. **Boundary Markers:** Place TFN boundary “Markers” at the west 27B Avenue entrance and the 41B Street north entrance on the southwest side of the overpass.
3. **Central Meeting Circle:** Improve the central vehicle intersection at 41B Street and Salish Sea Way. Complete the four corners of the intersection with TFN Welcome Poles and meeting/resting areas. Add storyboards that showcase TFN history and culture. Benches, special lighting, and feature native planting could frame and highlight this intersection. The centre of the intersection pavement could also be painted with a colourful TFN symbol and TFN crosswalk logos could be added.
4. **The Major Entrances/Gateways:** The north gateway on 41B Street provides an opportunity to create an entrance feature on the traffic median on the south side of the overpass integrating a TFN feature (to be determined). The east gateway along Salish Sea Way east of Dragonfly Drive provides another opportunity for significant entrance features on either one (north side) or on both sides of the road.
5. **Great Blue Heron Way Trail and Berm Enhancements:** Add storyboards, benches, art, and welcome poles along the Great Blue Heron Way trail. Landscape improvements could be made to enhance the wildlife value of the earth berm on the south side of Phase 2 with special appropriate native plantings on the top and sides of the berm, providing food and shelter for birds and other animals.

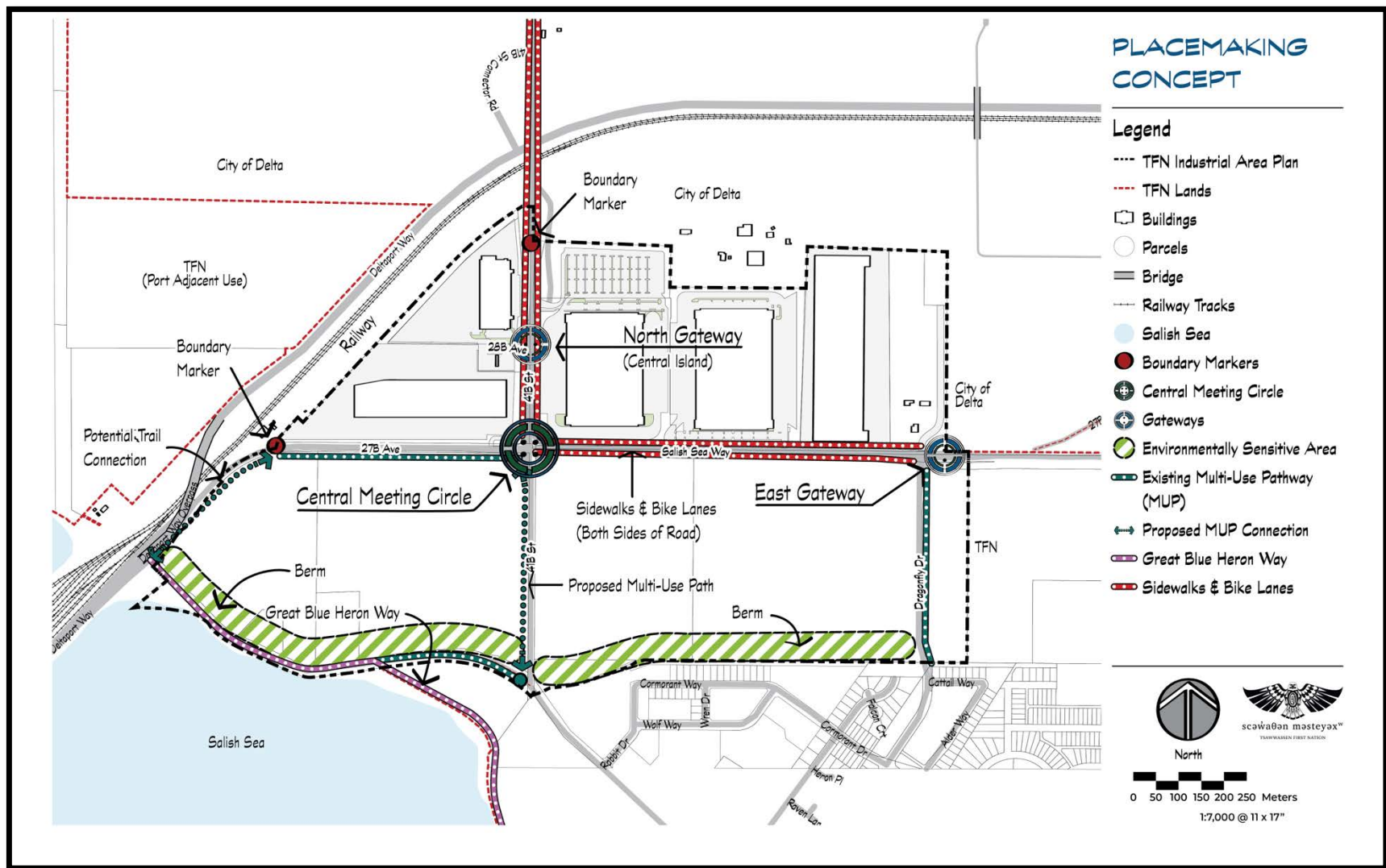


Figure 38: Placemaking Concept Plan.

4.0 POLICIES

The Industrial area policies are to ensure that development is carried out in an efficient and attractive way that is sensitive to the TFN cultural, ecological and economic prosperity values. The Industrial Lands should be an extension of the TFN community, providing a distinct TFN identity, employment opportunities, short, medium, and long-term wealth generation, trail connectivity, and environmental stewardship.

4.1 Land Use Designations

- 4.1.1 Use the vision, framework and processes outlined in the *Industrial Area Secondary Plan (IASP)* and the *Industrial Land Strategy*, as a foundation to ensure successful comprehensive development on these lands.
- 4.1.2 Prohibit large-scale commercial retail in this area, focus retail uses on those serving the daily needs of local industrial area employees.
- 4.1.3 Prohibit heavy industrial uses or other uses that have significant environmental impacts on lands, air, and waters.
- 4.1.4 Review Phase 1 lands redevelopment zoning framework to remove heavy industrial uses and enable a zoning amendment at the time of future redevelopment or lease renewals.
- 4.1.5 Complete a review of future use opportunities and land use options for the water-facing area, with the aim of maintaining the integrity of the Industrial Lands' trade-enabling role.
- 4.1.6 Complete engineering and design studies on the east side of Dragonfly Drive for smaller-lot industrial lands and TFN enabling businesses to minimize impacts on the adjoining residential uses and the road network.
- 4.1.7 Periodically update land suitability and market analysis to ensure optimal land use mix around a core trade-enabling function.
- 4.1.8 Update the TFN *Industrial and Commercial Design Guidelines* as necessary to improve site planning and potential new use considerations.
- 4.1.9 Develop specific policies for three Phase 2 areas respectively (*see Section 4.3 below*).
- 4.1.10 Define environmentally sensitive areas and associated policies for conservation and stewardship.

4.2 General Site Improvements

- 4.2.1 Designate large lot development in the range of 2 ha to 10 ha (5 to 25 acres) west of Dragonfly for trade enabling uses.
- 4.2.2 Reserve smaller 0.2 ha to 0.8 ha (0.5 to 2 acres) lots east of Dragonfly for TFN Member first uses.
- 4.2.3 Incorporate Placemaking elements (refer to *TFN Placemaking Strategy*) on development sites including benches, storyboards, art, murals, and other elements that recognizes and honours TFN's identity, culture, and history.
- 4.2.4 Reduce the visual impact of large parking areas by tree planting, shared parking and access, pedestrian walkway connections, separating them into smaller clusters of parking - differentiating employee and visitor parking for example.
- 4.2.5 Ensure appropriate surface drainage ditches and site drainage are enhanced by adjoining tree planting and native planting.
- 4.2.6 Locate loading and storage in the least visually sensitive part of the site.
- 4.2.7 Limit intrusive uses and activities along the southern edge of the property and along the west side of Dragonfly Drive to minimize impacts to adjacent uses.
- 4.2.8 Limit higher security fencing setback from the property line in alignment with the building face.
- 4.2.9 Enhance the street-facing buildings with visual interest, TFN murals, a landscaped border with tree planting.



Figures 39-41: Site improvements include signage, furniture, sidewalks, drainage ditches, and landscape planting.

4.3 Specific Sub-area Policies

4.3.1 Follow sub-area policies for Phase 2 south of Salish Sea Way and 27B Avenue as follows:

4.3.1.1 East side of Dragonfly Drive (2B)

- Complete environmental, engineering, and design studies to determine appropriate access, site planning, and design feasibility that is appropriate for the site and minimizes external impacts.
- Limit uses to smaller parcel light and medium industrial development on these lands.
- Support TFN business development on this parcel for new or emerging businesses.
- Ensure that any access to the lands is principally from Salish Sea Way with secondary smaller vehicle access potentially from Dragonfly Drive.
- Require smaller building form complexes as a transition to the adjoining proposed TFN Cemetery and agricultural lands.
- Provide appropriate setback and vegetation screening to adjoining residential, cemetery, and agricultural uses.
- Minimize any lighting, noise and associated nuisances along the south/east edge of the property.
- Prefer storage and loading to the north and east side of the property.

4.3.1.2 Southeast Quadrant between Dragonfly Drive and 41B Street (2A)

- Allow larger light and medium industrial uses in this area.
- Allow access from Salish Sea Way on the north side of the property and from 41B Street on the west side but not Dragonfly Drive.
- Prefer storage, access and loading on the north side of the property.
- Enhance earth berm along south side of property to screen residential uses and improve wildlife values.
- Create attractive street facing building faces along Dragonfly Drive, Salish Sea Way and 41B Street.

4.3.1.3 Southwest Quadrant west of 41B Street (2C)

- Require environmental, socio-economic and engineering studies to determine appropriate development and consider alternate water-facing uses along the southwest edge.
- Permit larger light and medium industrial uses, export enabling uses, as well as consider other emerging innovative industrial/business uses.
- Allow access to 27B Avenue on the northwest side and 41B Street on the east side of the property.
- Prefer storage, access and loading on the north side of the property.
- Create attractive street facing building faces along 27B Avenue and 41B Street.



Figure 42: Aerial photo of southwest area earth berm and trail system adjoining the Salish Sea foreshore.

4.4 Infrastructure

- 4.4.1 Require infrastructure due diligence and associated plans/studies.
- 4.4.2 Design and construct appropriate systems for drainage, water supply, and sanitary collection and conveyance.
- 4.4.3 Design and construct appropriate systems for power and communications.
- 4.4.4 Implement environmental controls for the construction and operational phases.
- 4.4.5 Include principles for public road access points (subject to transportation road access study results).
- 4.4.6 Exclude heavy truck access from Dragonfly Drive.
- 4.4.7 Provide appropriate site lighting and minimize light pollution on other properties, especially residential leaseholder properties along the south edge.



Figure 43: 41B Street (north to south), Salish Sea Way and 27B Avenue (east to west) are the principal existing roads and provide the major access and egress points from the Industrial Lands.

4.5 Buffer Requirements

- 4.5.1 Establish an ecological management zone along the Salish Sea foreshore. Complete landscaping with culturally appropriate planting and maintain the buffer zone adjacent to the community with a high environmental standard.
- 4.5.2 Establish community sensitive environmental standards at the southeast border between industrial lands and the existing residential community area to respect the adjacent areas and manage noise, dust and odours.



Figure 44: Aerial photo of Southeast Quadrant (southern border) of Phase 2 earth berm.

4.6 Sustainability and Climate Resilience

4.6.1 Energy

- 4.6.1.1 Integrate alternative energy sources (e.g., solar panels, battery energy storage or district energy) where viable.
- 4.6.1.2 Orient buildings so there is maximum solar gain during colder months and solar shade (mechanical and planting) during hotter summer months.
- 4.6.1.3 Retrofit current buildings for energy efficiency.

4.6.2 Rainwater Management

- 4.6.2.1 Incorporate flood protection into site designs where necessary.
- 4.6.2.2 Use ditches and native planting to slow runoff and improve water quality.
- 4.6.2.3 Implement runoff treatment appropriate to the site use and drainage outlet.

4.6.3 Façade and Roof Design

- 4.6.3.1 Create façade and roof designs such that there is a positive visual overview (as much as possible) from southern residential properties.

4.6.4 Native Tree Planting

- 4.6.4.1 Encourage native tree planting to increase the tree canopy and TFN native landscapes while minimizing heat gain especially in the parking areas.

4.6.5 Transit and Active Transportation

- 4.6.5.1 Advance active transportation and transit for employees by providing transit shelters, bike storage, bike racks, multi-use trails, bicycle lanes, and showers on site in each facility.

4.6.6 Recycling and the Circular Economy

- 4.6.6.1 Create a central waste recycling facility for local recycling between businesses if supportable and viable.

4.6.7 TFN Employment and Training

- 4.6.7.1 Incorporate TFN employment and training into the industrial area programming.

4.6.8 Environmental Stewardship

- 4.6.8.1 Develop an environmental stewardship program for each of the leaseholders so they contribute to the improvements of the air, lands, and waters including:

- The planting and wildlife enhancements of the southeast and southwest earth berms.
- The waste management recycling in the industrial area.
- The maintenance and upgrading of the landscape improvements.
- The monitoring of lighting, air, noise, and other pollutants as necessary.
- The maintenance of TFN art and public realm improvements (e.g., House Poles repainting).

4.6.9 Cultural Stewardship and Support

- 4.6.9.1 Create a cultural history and healing program for industrial leaseholders so they continue to contribute to the health and welfare of TFN members that may include supporting:

- A cultural recognition program.
- A youth arts training program.
- Annual gathering of TFN members to recognize and honour TFN culture, traditions, and environmental stewardship.

5.0 IMPLEMENTATION

5.1 Phasing and Development Sequencing

Phasing considerations for Phase 2 land areas 2A, 2B and 2C include a short-term objective to market the 2A area (see Figure 45 below). Concurrently, relevant technical studies will be initiated, and more detailed planning for Phases 2B and 2C will proceed gradually (designated as Special Study Areas). This phased approach allows for necessary amendments to the *Industrial Area Secondary Plan* as additional information becomes available. A lot-by-lot phasing approach is preferred.



Figure 45: Phasing

5.2 Technical Studies

TFN will undertake the following high-level area wide studies. The findings and any applicable development requirements will be incorporated in this secondary plan or relevant development regulations, through plan or regulation amendment, or where appropriate included in marketing materials.

- Transportation and Access Study
- Noise Study
- Power and Utility Supply Strategy
- Placemaking Strategy
- Design Guideline Update
- Geotechnical Information

Within the overarching framework established by the area wide studies, developers will be required to submit site-specific studies as part of the permitting process. These requirements will be determined by site conditions and proposed uses, and typical studies may include noise, traffic, and parking analysis, and any other studies required under each applicable permit.

5.3 Subdivision

Prior to marketing the Phase 2 industrial lands, TFN will undertake the necessary subdivisions through a phased approach to establish road parcels and parent parcels (see Figure 46 below). The creation of individual lots within parent parcels will be completed by developers as part of their permitting process.

Subdivision	Created Parcels
Stage 1 (east section of the Southeast Quadrant)	• Dragonfly Road Parcel • East section of the berm Environmentally Sensitive Area (ESA) Parcel • First development lot in the southeast quadrant, with identified SRW along the south side of Salish Sea Way
Stage 2 (west section of the Southeast Quadrant)	• 41B Road Parcel • West section of the berm Environmentally Sensitive Area (ESA) Parcel • SRW along 41B and south side of Salish Sea Way with development lot(s) • Additional development lot(s) in Southeast Quadrant
Stage 3 Subdivision (Southwest Quadrant)	• Identify Statutory Right-of-Way (SRW) along south side of 27B Avenue • Roadway lot consolidations • Environmentally Sensitive Area (ESA Parcel): waterfront berm and canal in the Southwest Quadrant • Any lots emerging out of study area work in the Southwest Quadrant

Figure 46: Industrial Area Subdivisions

5.4 Zoning

The Zoning for the Industrial area is governed by three zones (see Figure 47 below) to provide for a broad range of industrial uses. Heavy industrial uses will not be permitted, except in Phase 1 as an existing permitted use to be phased out over time. The emphasis will be on light and medium industrial uses that have any industrial activity and noise contained within buildings, except for access and loading areas. The larger vehicle access and loading along with storage will be directed to the interior of the sites with limited circulation especially along the southern edge earth berm. No truck traffic will be permitted along Dragonfly Drive. The Industrial uses are as follows:

Zone	Permitted Uses	Regulations	Discretionary Uses	Application Area
I - 1	Currently includes heavy Industrial uses but not permitted in future leases	To be phased out over time and not permitted in both Phase 1 and Phase 2	n/a	Phase 1 and to be phased out over time
I - 2	Light and medium industrial uses	Consider increased height limits, minimum site coverage or coverage range, relaxing parking requirements	Container yard as accessory use only	Phase 2: Southeast Quadrant west of Dragonfly Drive, and Southwest Quadrant
I - 3	Smaller lot light and medium industrial/business uses	Consider smaller parcel area and parcel frontage	Limit areas adjacent to cemetery to low nuisance uses.	Phase 2: East parcel Southeast Quadrant east of Dragonfly Drive.

Figure 47: Industrial Area Zones

5.5 Approvals

The approvals process is governed by TFN as the approval authority. TFN will implement three industrial zones as outlined above to accommodate additional Industrial uses, associated regulations, and other potential future uses as discussed in Section 5.4. There are four basic steps to development approvals: 1. Confirm Land Use; 2. Subdivision; 3. Development Permits; 4. Building Permits as illustrated and further detailed below in Figure 48.

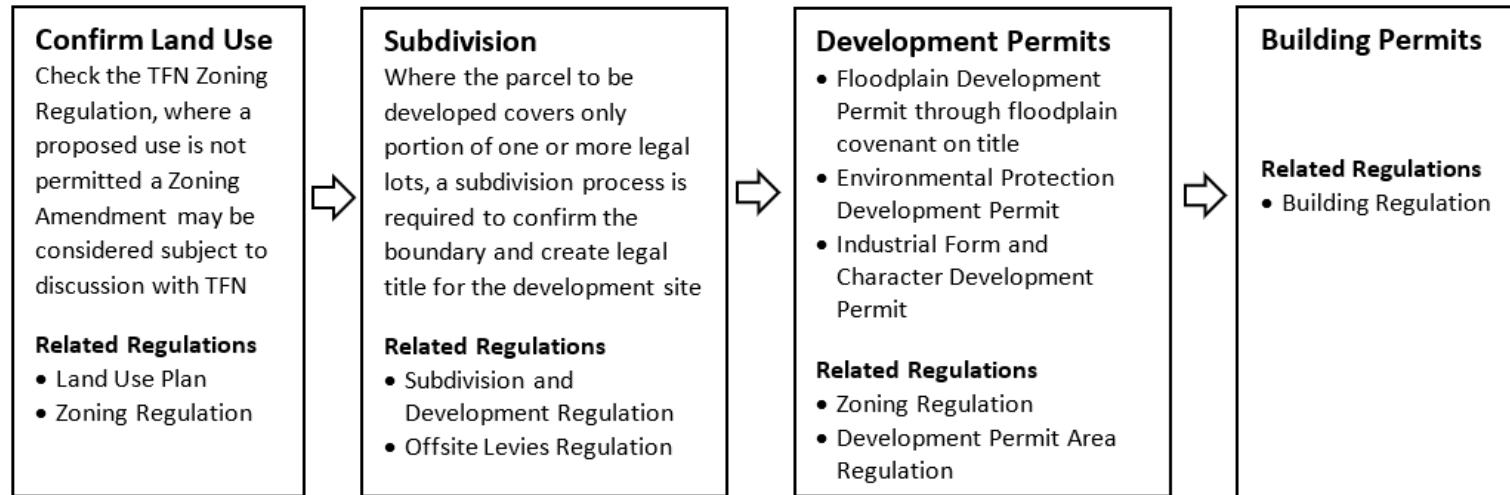


Figure 48: Permitting Process

Summary of Steps: The approvals process begins with a pre-consultation meeting; moves through a zoning amendment if required; advances through subdivision; followed by environmental protection, and form and character development permits; and concludes with a building permit and occupancy permit. Applicants may consider submitting the zoning, subdivision, and development applications at the same time. Consult with the *TFN Lands Department* for further detailed information.

