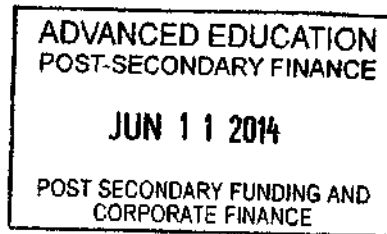


Page 01 to/à Page 74

Withheld pursuant to/removed as

Copyright



MAILING ADDRESS
12666-72 Ave
Surrey, BC, Canada V3W 2M8

OFFICE OF THE PRESIDENT

June 3, 2014

Kevin Brewster, Executive Lead
Post-Secondary Finance Branch
Ministry of Advanced Education
P.O. Box 9147 Stn Prov Govt
Victoria, BC
V8W 9H1

Dear Mr. Brewster:

Re: Chip and Shannon Wilson School of Design Project

Thank you for the advisement of the Treasury Board approval for the increased scope for the Chip and Shannon Wilson School of Design building. The additional 1,126 m² will be available and used by all KPU students, employees as well as being available for community and industry events. While the building is designed to support the Chip and Shannon Wilson School of Design program offerings specific efforts were taken to create a flexible building that can and will be used for other university activities when not already booked.

The increased building supports the broader use of the facility through multi-purpose and informal study space in lieu of traditional classrooms. The project will be completed Fall 2015 within the approved \$36 million budget with a contribution up to \$12 million from the Province. It is understood that KPU will be responsible for all incremental operating costs for the building.

Yours truly,

Alan Davis, PhD
President and Vice-Chancellor

pc: Mr. Gordon Lee, Vice-President, Finance and Administration
Kwantlen Polytechnic University

Mr. Joe Thompson, Assistant Deputy Minister
Student Services and Sector Resource Management Division
Ministry of Advanced Education

Ms. Deborah Hull, Executive Director
Teaching Universities, Institutes and Aboriginal Programs Branch
Ministry of Advanced Education

Ms. Karen Hearn, Executive Director, Facilities Services
Kwantlen Polytechnic University

Ms. Catherine Nickerson, Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Ms. Cathy Aitken, Manager, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Tuesday, March 24, 2015 2:26 PM
To: 'Karen Hearn'
Cc: Craig Regan; Kostov, Krassimir; Nickerson, Catherine M AVED:EX
Subject: Donor's Commitment Letter to Province
Attachments: 2015-01-27 - W5F - KPU Committment Letter.pdf

Hi Karen, we've received the go-ahead to share the attached letter with you.
I left you a voice-message regarding the PB meeting, when you get a chance, please call me.

Thanks,

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

WILSON 5 FOUNDATION
1000
VICTORIA

January 27, 2015

The Honorable Michael de Jong
Minister of Finance and Chair of Treasury Board
PO Box 9048, Stn Prov Govt
Victoria, BC V8W 9E2

Re: Kwantlen Polytechnic University ("KPU"): Chip and Shannon Wilson School of Design building project

Dear Minister de Jong,

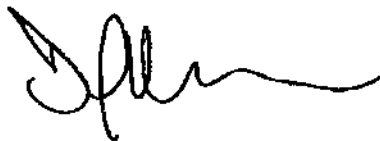
Please accept this letter as confirmation of our continued commitment and support to the Chip and Shannon School of Design building project at KPU Richmond.

This commitment includes our pledge of \$8 million to the building project and to our on-going engagement with KPU in the development and execution of the design school's interdisciplinary and technical design programs. Our mutual goal is to create specialized, local training that yields job placements and creation for technical design and apparel in British Columbia.

This \$8 million commitment from the Wilson 5 Foundation is inclusive of the \$3 million funded to date.

With your support and that of your Treasury Board colleagues, we look forward to creating a world class technical design school.

Sincerely,



Chip Wilson

CC Kevin Brewster, Assistant Deputy Minister, Financial and Management Services Division

From: Kathy Lylyk
To: Aitken, Cathy M AVED:EX
Cc: Brewster, Kevin AVED:EX; Friedlander, Donna AVED:EX; Nickerson, Catherine M AVED:EX; Karen Hearn; Angela Tao; Harry Gray
Subject: Re: KPU SOD 804759 EFT Payment
Date: Monday, March 23, 2015 5:52:29 PM

Good evening

Thanks to all of you at AVED and KPU for making this happen. It is certainly welcome news for KPU.

I have a great evening
Kathy Lylyk

Sent from my iPhone

On Mar 23, 2015, at 5:30 PM, Aitken, Cathy M AVED:EX <Cathy.Aitken@gov.bc.ca> wrote:

On behalf of Catherine Nickerson, please find the attached letter regarding KPU Chip and Shannon Wilson School of Design, project #804759.

Should you have any questions, please contact me at (250) 356-9097.

Thank you,
Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1
Phone: (250)356-9097
Fax: (250)356-7922
e-mail: cathy.aitken@gov.bc.ca

<64300-20KPUSOD-804759.pdf>



VIA E-MAIL

File No. 64300-20/KPU/SOD-804759

Ms. Kathy Lylyk
Executive Director, Finance
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Ms. Lylyk:

I am pleased to inform you that the Ministry of Advanced Education (the Ministry) will provide Kwantlen Polytechnic University (the University) with a one-time operating grant of \$786,867 towards expenses incurred in the planning and design phase for the Chip and Shannon Wilson School of Design.

Funding in the amount of \$786,867 will be transferred to the University in the next electronic funds transfer.

Sincerely,

Catherine Nickerson, Architect AIBC
Director

pc: Mr. Harry Gray, Associate Vice President Administration
Kwantlen Polytechnic University

Mr. Kevin Brewster, Assistant Deputy Minister
Financial and Management Services Division
Ministry of Advanced Education

Ms. Karen Hearn, Executive Director, Facilities Management
Kwantlen Polytechnic University

Ms. Donna Friedlander, Director, Post-Secondary Finance
Post-Secondary Finance Branch
Ministry of Advanced Education

**Ministry of
Advanced Education**

Post-Secondary
Finance Branch

Mailing Address:
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8

AED-2015-51840
Page 972

Capital Asset
Management

Telephone: (250) 356-9393
Facsimile: (250) 356-7922

From: McMahan, Alana AVED:EX on behalf of Nickerson, Catherine M AVED:EX
To: "Kathy.Lylyk@kpu.ca"
Cc: Brewster, Kevin AVED:EX; "karen.hearn@kpu.ca"; "harry.gray@kpu.ca"; Aitken, Cathy M AVED:EX
Subject: KPU - COA letter for Project # 804759 - CSW School of Design
Date: Thursday, May 21, 2015 4:52:49 PM
Attachments: E - KPU - 804759-2 School of Design COA May 2015.pdf

Good afternoon,

Please find the letter attached, the accompanying COA and relevant information, regarding KPU's project # 804759 - Chip and Shannon Wilson School of Design.

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca



VIA E-MAIL

File No. 64300-20/KPU/SOD

Fiscal Year 2013/14- 804759

May 21, 2015

Ms. Kathy Lylyk
Executive Director, Finance
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Ms. Lylyk:

I am pleased to advise that the Ministry of Advanced Education (the Ministry) has increased the Certificate of Approval (COA) advance in accordance with the terms and conditions of the funding approval for the following project:

Project Name: Chip and Shannon Wilson School of Design

Project No.: **804759**

Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology; Foundations in Design; Fashion Marketing; Graphic Design for Marketing; and Interior Design.

Project Scope: Construction of a new 6,026 square metre (m²) building, accommodating a minimum of 505 student full-time equivalents (FTEs). Project includes classrooms; labs; and instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre, and gallery space for the exhibition of student work and curated shows related to innovation.

Approved Project Budget: \$36,000,000

Approved Maximum Ministry Contribution: Up to \$12,000,000

COA No.: 462-804759-2

COA Amount: \$ 3,000,000

COA Expiry: March 31, 2016

... /2

**Ministry of
Advanced Education**

**Post-Secondary
Finance Branch**

Mailing Address:
PO Box 9134 Stn Prov Govt
Victoria BC V8W 9B5

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8

Please find a COA and Project Summary enclosed. The general terms and conditions of this approval are included in Attachment 1.

This approval is also subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry;
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding;
- Project re-procurement (Re-design, Bid, Build) to proceed with an independent constructability advisor;
 - the University may continue with the existing design team, and
 - a new Quantity Surveyor;
- Re-Tender documents are to include a "down scope" ladder of approved priority items to be removed in the event of cost pressures to bring the tenders in within budget;
- Should architectural re-design fees exceed \$500,000, the University is to seek prior approval from the Ministry and Treasury Board; and
- All additional conditions are as per the original November 2012 approval for the Wilson School of Design project.

Reporting Requirements

As a stipulation of this funding approval, your institution will be required to submit the following:

1. The University is to provide a report to the Ministry outlining the results of the re-tender, prior to awarding contract.
2. Quarterly cashflow projections, sent to the attention of Mr. Inder Gill, Capital Financial Officer, at AVED.PostSecondaryFinanceBranch@gov.bc.ca.
3. Funding issued through the COA is to be reflected in the appropriate lines on quarterly forecasts and year-to-date actuals (Appendix Cs), uploaded to the AVED Reporting Portal SharePoint site at:
<https://aved.collaborate.gov.bc.ca/branches/avedreporting/SitePages/Home.aspx>.

It is critical that your institution provide accurate cash flow projections and make project draws as soon as viable. Diligent monitoring of cashflow for this and all capital projects is expected.

... /3

Please provide the following reporting information to Krassimir Kostov, Senior Planning Officer, at AVED.PostSecondaryFinanceBranch@gov.bc.ca:

- Quarterly project status reports until project completion, (please use Template 7 accessed from the following link http://www.aved.gov.bc.ca/cppm/related_documents.htm);
- Updated project summary report prior to issuance of each COA; and
- Confirmation of LEED registration.

Sincerely,



Catherine Nickerson, Architect AIBC
Director

Enclosures

pc: Mr. Kevin Brewster, Assistant Deputy Minister and EFO
Financial and Management Services Division
Ministry of Advanced Education

Mr. Harry Gray, Associate Vice-President, Administration
Kwantlen Polytechnic University

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Ms. Cathy Aitken, Manager, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education



Our Ref: 94116

December 18, 2012

Dr. Alan Davis, President
Kwantlen Polytechnic University
12666-72nd Ave
Surrey BC V3W 2M8

Dear Dr. Davis:

I am pleased to confirm that Treasury Board has approved provincial funding up to one-third of total project capital costs, to a maximum of \$12 million for the following project:

Project Name: Chip and Shannon Wilson School of Design
Project No.: 804759
Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology, Foundations in Design, Fashion Marketing, Graphic Design for Marketing and Interior Design.
Project Scope: Construction of a new 52,750 square foot building, accommodating a minimum of 505 student Full Time Equivalents (FTEs). Project includes classrooms, labs, instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre and gallery space for the exhibition of student work and curated shows related to innovation.

The general terms and conditions of this approval are included in Attachment 1.

In addition, this project approval is subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Provincial funding is to be provided in fiscal year 2015/16;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry of Advanced Education, Innovation and Technology; and
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding.

... /2

Ministry of Advanced Education,
Innovation and Technology

Office of the
Deputy Minister

Mailing Address:
PO Box 9884 Stn Prov Govt
Victoria BC V8W 9T6

Telephone: 250 356-5170
Facsimile: 250 356-5468

Provincial funding will be provided in accordance with the approved provincial cashflow schedule for this project. The funding received is a restricted contribution for the development of the aforementioned capital project which will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the building.

Prior to any public announcements pertaining to this project, please have your communications staff contact Mr. Marc Black, Communications Director, Government Communications and Public Engagement, at (250) 952-6508.

I wish you every success with this project and look forward to its completion.

Sincerely,



Cheryl Wenezenki-Yolland, CMA, FCMA
Deputy Minister

Enclosures

pc: Mr. Harry Gray, Interim Vice-President, Finance and Administration
Kwantlen Polytechnic University

Mr. Joe Thompson, Acting Assistant Deputy Minister and Executive Financial Officer
Ministry of Advanced Education, Innovation and Technology

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education, Innovation and Technology

Mr. Tony Loughran, Executive Director, Fraser Valley/Interior Region
Ministry of Advanced Education, Innovation and Technology

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Mr. Marc Black, Communications Director
Government Communications and Public Engagement
Ministry of Advanced Education, Innovation and Technology

Ms. Catherine Nickerson, Director, Post-Secondary Capital
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education, Innovation and Technology

Terms and Conditions of Funding Approval

Under the terms and conditions of this funding approval, it is the Ministry of Advanced Education, Innovation and Technology's expectation that:

- The equipment and/or renovated space and/or building will be used for its entire useful life;
- The funding received is a restricted contribution for the development of a capital project that will maintain, create or extend the service life of the asset(s) and therefore will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the equipment and/or building;
- The project(s) will proceed within the approved scope, budget and cashflow allocations to achieve service delivery objectives as per the approved Business Case;
- The project(s) will proceed in accordance with various provincial government requirements and policies including, but not limited to:
 - Capital Asset Management Framework
<http://www.fin.gov.bc.ca/tbs/camf.htm>
 - Capital Asset Reference Guide
http://www.aved.gov.bc.ca/cppm/related_documents.htm
 - Where applicable:
 - University Act, College and Institute Act, Thomson Rivers University Act, Royal Roads University Act;
 - Greenhouse Gas Reduction Targets Act;
 - Wood First Legislation;
 - LEED Gold for new construction; certification must be obtained from Canada Green Building Council (CaGBC); and
 - LEED Silver for major renovation and renewal project; certification must be obtained from CaGBC.
- If, at the completion of the project, the total actual eligible costs vary from the approved project budget, the provincial funding will be limited to either the approved maximum contribution or the agreed percentage share, whichever is less.



Our Ref. 97375

June 2, 2014

Dr. Alan Davis, President
Kwantlen Polytechnic University
12666-72nd Ave
Surrey BC V3W 2M8

Dear Dr. Davis:

I am pleased to advise that Treasury Board has approved Kwantlen Polytechnic University's (the University) request to increase the scope for the Chip and Shannon Wilson School of Design project. This approval is subject to the University first providing written confirmation to the Ministry of Advanced Education (the Ministry) that the additional space will be available for use by all faculties. Please provide this information to the Ministry as soon as it is available.

Furthermore, this approval is based on the understanding that the increase of 1,126 m² is primarily in multi-purpose and informal study space in lieu of traditional classrooms, and the proposed change in scope will be made within the originally approved \$36 million budget and financial commitments, including the contribution of up to \$12 million from the Province.

Please be reminded that this approval is also subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Remaining provincial funding is to be provided in fiscal year 2015/16;
- Further changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry; and
- The University will manage all incremental operating costs (building, full-time equivalents, amortization, etc.) without seeking further provincial government funding.

... /2

**Ministry of
Advanced Education**

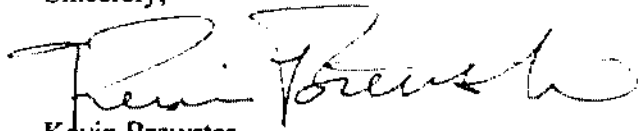
**Post-Secondary
Finance Branch**

Mailing Address:
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8

To build upon this opportunity and maximize the efficiency of the new facility, the Ministry is in support of the proposed scope change for Kwantlen Polytechnic University's Chip and Shannon Wilson School of Design project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Brewster', written over a horizontal line.

Kevin Brewster
Executive Lead

pc: Mr. Gordon Lee, Vice-President, Finance and Administration
Kwantlen Polytechnic University

Mr. Joe Thompson, Assistant Deputy Minister
Student Services and Sector Resource Management Division
Ministry of Advanced Education

Ms. Deborah Hull, Executive Director
Teaching Universities, Institutes and Aboriginal Programs Branch
Ministry of Advanced Education

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Ms. Catherine Nickerson, Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Ms. Cathy Aitken, Manager, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education



VIA EMAIL

Our Ref.: 97606

64200-35/KPU-Newton 1-4

JUL 10 2014

Mr. Gordon Lee
Vice-President, Finance and Administration
Kwantlen Polytechnic University
12666 – 72nd Avenue
Surrey BC V3W 2M8

Dear Mr. Lee:

I am writing in response to your letter dated June 10, 2014, requesting the Ministry of Advanced Education's (the Ministry) permission to spend the proceeds from the sale of Kwantlen Polytechnic University's (the University) Newton property.

The Ministry understands that the University recently announced a \$20 million dollar self-funded capital project for a new centre for excellence in professional development, business and innovation in Surrey, British Columbia. The new KPU Civic Plaza will accommodate these programs and will serve over 1,600 students per year, using three floors with approximately 30,000 square feet of space in the Surrey Civic Plaza.

It is also the Ministry's understanding that the University is constructing the new Chip and Shannon Wilson School of Design at the Richmond Campus. The project will be funded through a partnership between the provincial government, the University and a matching donation by Chip and Shannon Wilson and lululemon athletica, as follows:

- Up to \$12 million in funding from the provincial government
- \$12 million from Kwantlen Polytechnic University
- \$8 million donation from Chip and Shannon Wilson
- \$4 million donation from lululemon athletic

.../2

**Ministry of
Advanced Education**

Post-Secondary
Finance Branch

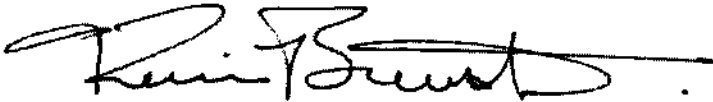
Mailing Address:
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8

The Ministry is pleased to provide approval for the University to spend the net proceeds from the sale of the Newton property, in the form of deferred capital contributions from the province, on either of these projects.

I wish you every success with these two projects.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Brewster', with a long horizontal stroke extending to the right.

Kevin Brewster
Executive Lead

pc: Mr. Joe Thompson, Assistant Deputy Minister
Student Services and Sector Resource Management Division
Ministry of Advanced Education

Ms. Bobbi Plecas, Assistant Deputy Minister
Institutions and Programs Division
Ministry of Advanced Education

Ms. Catherine Nickerson, Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Ms. Donna Friedlander, Director, Post-Secondary Finance
Post-Secondary Finance Branch
Ministry of Advanced Education



VIA E-MAIL

File No. 64300-20/KPU/SOD

Fiscal Year 2013/14- 804759

MAR 14 2014

Mr. Gordon Lee
Vice-President, Finance and Administration
Kwantlen Polytechnic University
12666-72nd Ave
Surrey BC V3W 2M8

Dear Mr. Lee:

I am pleased to advise that the Ministry of Advanced Education (the Ministry) has approved the issuance of a Certificate of Approval (COA) for the following project:

Project Name: Chip and Shannon Wilson School of Design
Project No.: 804759
Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology, Foundations in Design, Fashion Marketing, Graphic Design for Marketing and Interior Design.
Project Scope: Construction of a new 52,750 square foot building, accommodating a minimum of 505 student full-time equivalents (FTEs). Project includes classrooms, labs, instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre and gallery space for the exhibition of student work and curated shows related to innovation.
Approved Project Budget: \$36,000,000
Approved Maximum
Ministry Contribution: Up to \$12,000,000
COA No.: 462-804759-1
COA Amount: \$2,000,000
COA Expiry: March 31, 2014

... /2

**Ministry of
Advanced Education**

Student Services and
Sector Resource
Management
Division

Mailing Address:
PO Box 9134 Stn Prov Govt
Victoria BC V8W 9B5

Location Address:
3rd Floor - 835 Humboldt Street
Victoria BC V8V 4W8

Telephone: (250) 356-2496
Facsimile: (250) 356-5468

Please find a COA and Project Summary enclosed. The general terms and conditions of this approval are included in Attachment 1.

Please be reminded that this approval is also subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Remaining Provincial funding is to be provided in fiscal year 2015/16;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry; and
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding.

As an additional stipulation of this funding approval, the recipient is required to provide quarterly cash flow projections for this project to Inder Gill, Research Officer, at AVED.PostSecFundingAndCorporateFinanceBr@gov.bc.ca. It is critical that your institution provide accurate cash flow projections and make project draws as soon as viable. Diligent monitoring of cashflow for this and all capital projects is expected.

Please provide the following reporting information to Krassimir Kostov, Senior Planning Officer, at Krassimir.Kostov@gov.bc.ca:

- Quarterly project status reports until project completion, (please use template 7 accessed from the following link http://www.aved.gov.bc.ca/cppm/related_documents.htm);
- Updated project summary prior to issuance of each COA; and
- Confirmation of LEED registration.

Sincerely,



Joe Thompson
Assistant Deputy Minister

Enclosures

pc: Distribution List follows

... /3

pc: Mr. Alan Davis, President
Kwantlen Polytechnic University

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Ms. Catherine Nickerson, Director, Capital Asset Management
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education

Mr. Rodney Porter, Acting Communications Director
Government Communications and Public Engagement
Ministry of Advanced Education

Terms and Conditions of Funding Approval

Under the terms and conditions of this funding approval, it is the Ministry of Advanced Education's expectation that:

- The equipment and/or renovated space and/or building will be used for its entire useful life;
- The funding received is a restricted contribution for the development of a capital project that will maintain, create or extend the service life of the asset(s) and therefore will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the equipment and/or building;
- The project(s) will proceed within the approved scope, budget and cashflow allocations to achieve service delivery objectives as per the approved Business Case;
- The institution is responsible for any cost overruns that may occur on the project(s), without impacting the Province's debt;
- If, at the completion of the project, the total actual eligible costs vary from the approved project budget, the provincial funding will be limited to either the approved maximum contribution or the agreed percentage share, whichever is less; and
- The project(s) will proceed in accordance with various provincial government requirements and policies including, but not limited to:
 - Capital Asset Management Framework
<http://www.fin.gov.bc.ca/tbs/camf.htm>
 - Capital Asset Reference Guide
http://www.aved.gov.bc.ca/cppm/related_documents.htm
 - Where applicable:
 - University Act, College and Institute Act, Thompson Rivers University Act, Royal Roads University Act;
 - Greenhouse Gas Reduction Targets Act;
 - Wood First Legislation;
 - LEED Gold for new construction; certification must be obtained from Canada Green Building Council (CaGBC); and
 - LEED Silver for major renovation and renewal project; certification must be obtained from CaGBC.



VIA E-MAIL

File No. 64300-20/KPU/SOD
Fiscal Year 2013/14— 804759

May 21, 2015

Ms. Kathy Lylyk
Executive Director, Finance
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Ms. Lylyk:

I am pleased to advise that the Ministry of Advanced Education (the Ministry) has increased the Certificate of Approval (COA) advance in accordance with the terms and conditions of the funding approval for the following project:

Project Name: Chip and Shannon Wilson School of Design

Project No.: 804759

Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology; Foundations in Design; Fashion Marketing; Graphic Design for Marketing; and Interior Design.

Project Scope: Construction of a new 6,026 square metre (m²) building, accommodating a minimum of 505 student full-time equivalents (FTEs). Project includes classrooms; labs; and instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre, and gallery space for the exhibition of student work and curated shows related to innovation.

Approved Project Budget: \$36,000,000

Approved Maximum Ministry Contribution: Up to \$12,000,000

COA No.: 462-804759-2

COA Amount: \$ 3,000,000

COA Expiry: March 31, 2016

... /2

**Ministry of
Advanced Education**

**Post-Secondary
Finance Branch**

Mailing Address:
PO Box 9134 Stn Prov Govt
Victoria BC V8W 9B5

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8W 4W8

Please find a COA and Project Summary enclosed. The general terms and conditions of this approval are included in Attachment 1.

This approval is also subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry;
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding;
- Project re-procurement (Re-design, Bid, Build) to proceed with an independent constructability advisor;
 - the University may continue with the existing design team, and
 - a new Quantity Surveyor;
- Re-Tender documents are to include a "down scope" ladder of approved priority items to be removed in the event of cost pressures to bring the tenders in within budget;
- Should architectural re-design fees exceed \$500,000, the University is to seek prior approval from the Ministry and Treasury Board; and
- All additional conditions are as per the original November 2012 approval for the Wilson School of Design project.

Reporting Requirements

As a stipulation of this funding approval, your institution will be required to submit the following:

1. The University is to provide a report to the Ministry outlining the results of the re-tender, prior to awarding contract.
2. Quarterly cashflow projections, sent to the attention of Mr. Inder Gill, Capital Financial Officer, at AVED.PostSecondaryFinanceBranch@gov.bc.ca.
3. Funding issued through the COA is to be reflected in the appropriate lines on quarterly forecasts and year-to-date actuals (Appendix Cs), uploaded to the AVED Reporting Portal SharePoint site at:
<https://aved.collaborate.gov.bc.ca/branches/avedreporting/SitePages/Home.aspx>.

It is critical that your institution provide accurate cash flow projections and make project draws as soon as viable. Diligent monitoring of cashflow for this and all capital projects is expected.

... /3

Please provide the following reporting information to Krassimir Kostov, Senior Planning Officer, at AVED.PostSecondaryFinanceBranch@gov.bc.ca:

- Quarterly project status reports until project completion, (please use Template 7 accessed from the following link http://www.aved.gov.bc.ca/cppm/related_documents.htm);
- Updated project summary report prior to issuance of each COA; and
- Confirmation of LEED registration.

Sincerely,



Catherine Nickerson, Architect AIBC
Director

Enclosures

pc: Mr. Kevin Brewster, Assistant Deputy Minister and EFO
Financial and Management Services Division
Ministry of Advanced Education

Mr. Harry Gray, Associate Vice-President, Administration
Kwantlen Polytechnic University

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Ms. Cathy Aitken, Manager, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX on behalf of Nickerson, Catherine M AVED:EX
Sent: Friday, March 14, 2014 11:23 AM
To: 'Gordon.Lee@kpu.ca'
Cc: alan.davis@kpu.ca; Fowler, Colin N AVED:EX; 'karen.hearn@kpu.ca'; Porter, Rodney GCPE:EX
Subject: KPU - Project # 804759 - School of Design COA letter
Attachments: F - KPU - 804759-1 School of Design COA approval-Mar 14.pdf

Good morning,

Please see the attached letter, signed by Joe Thompson, Assistant Deputy Minister, along with the accompanying COA and relevant information, regarding project # 804759 - School of Design.

The hard copy will follow to Mr. Lee by mail.

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Sincerely,

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca



VIA E-MAIL

File No. 64300-20/KPU/SOD

Fiscal Year 2013/14- 804759

MAR 14 2014

Mr. Gordon Lee
Vice-President, Finance and Administration
Kwantlen Polytechnic University
12666-72nd Ave
Surrey BC V3W 2M8

Dear Mr. Lee:

I am pleased to advise that the Ministry of Advanced Education (the Ministry) has approved the issuance of a Certificate of Approval (COA) for the following project:

Project Name: Chip and Shannon Wilson School of Design
Project No.: 804759
Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology, Foundations in Design, Fashion Marketing, Graphic Design for Marketing and Interior Design.
Project Scope: Construction of a new 52,750 square foot building, accommodating a minimum of 505 student full-time equivalents (FTEs). Project includes classrooms, labs, instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre and gallery space for the exhibition of student work and curated shows related to innovation.
Approved Project Budget: \$36,000,000
Approved Maximum
Ministry Contribution: Up to \$12,000,000
COA No.: 462-804759-1
COA Amount: \$2,000,000
COA Expiry: March 31, 2014

... /2

**Ministry of
Advanced Education**

Student Services and
Sector Resource
Management
Division

Mailing Address:
PO Box 9134 Stn Prov Govt
Victoria BC V8W 9B5

Location Address:
3rd Floor – 835 Humboldt Street
Victoria BC V8V 4W8

Telephone: (250) 356-2496
Facsimile: (250) 356-5468

Please find a COA and Project Summary enclosed. The general terms and conditions of this approval are included in Attachment 1.

Please be reminded that this approval is also subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Remaining Provincial funding is to be provided in fiscal year 2015/16;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry; and
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding.

As an additional stipulation of this funding approval, the recipient is required to provide quarterly cash flow projections for this project to Inder Gill, Research Officer, at AVED.PostSecFundingAndCorporateFinanceBr@gov.bc.ca. It is critical that your institution provide accurate cash flow projections and make project draws as soon as viable. Diligent monitoring of cashflow for this and all capital projects is expected.

Please provide the following reporting information to Krassimir Kostov, Senior Planning Officer, at Krassimir.Kostov@gov.bc.ca:

- Quarterly project status reports until project completion, (please use template 7 accessed from the following link http://www.aved.gov.bc.ca/cppm/related_documents.htm);
- Updated project summary prior to issuance of each COA; and
- Confirmation of LEED registration.

Sincerely,



Joe Thompson
Assistant Deputy Minister

Enclosures

pc: Distribution List follows

.../3

pc: Mr. Alan Davis, President
Kwantlen Polytechnic University

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Ms. Catherine Nickerson, Director, Capital Asset Management
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education

Mr. Rodney Porter, Acting Communications Director
Government Communications and Public Engagement
Ministry of Advanced Education

Terms and Conditions of Funding Approval

Under the terms and conditions of this funding approval, it is the Ministry of Advanced Education's expectation that:

- The equipment and/or renovated space and/or building will be used for its entire useful life;
- The funding received is a restricted contribution for the development of a capital project that will maintain, create or extend the service life of the asset(s) and therefore will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the equipment and/or building;
- The project(s) will proceed within the approved scope, budget and cashflow allocations to achieve service delivery objectives as per the approved Business Case;
- The institution is responsible for any cost overruns that may occur on the project(s), without impacting the Province's debt;
- If, at the completion of the project, the total actual eligible costs vary from the approved project budget, the provincial funding will be limited to either the approved maximum contribution or the agreed percentage share, whichever is less; and
- The project(s) will proceed in accordance with various provincial government requirements and policies including, but not limited to:
 - Capital Asset Management Framework
<http://www.fin.gov.bc.ca/tbs/camf.htm>
 - Capital Asset Reference Guide
http://www.aved.gov.bc.ca/cppm/related_documents.htm
 - Where applicable:
 - University Act, College and Institute Act, Thompson Rivers University Act, Royal Roads University Act;
 - Greenhouse Gas Reduction Targets Act;
 - Wood First Legislation;
 - LEED Gold for new construction; certification must be obtained from Canada Green Building Council (CaGBC); and
 - LEED Silver for major renovation and renewal project; certification must be obtained from CaGBC.

Appendix A: Pledge Agreements

SPONSORSHIP AND PLEDGE AGREEMENT

Dated this ^{4th}12 day of July, 2012.

BETWEEN:

LULULEMON ATHLETICA CANADA INC.
("lululemon")

AND:

KWANTLEN POLYTECHNIC UNIVERSITY
("Kwantlen")

WHEREAS:

A. Kwantlen is honoured that lululemon wishes to make a gift in support of the proposed building that will house the Chip and Shannon Wilson School of Design to be constructed at Kwantlen's Richmond campus (the "School of Design") and to support continuing education, undergraduate and proposed post-graduate programs and applied research relating to technical design and related programs; and

B. Lululemon and Kwantlen agree that establishing the School of Design requires financial support adequate to pay for the design, construction and equipping of the School of Design; and

C. Lululemon and Kwantlen mutually acknowledge that without the assurances and undertakings given by lululemon in this Sponsorship and Pledge Agreement, Kwantlen would not undertake the construction of the building that will house the School of Design.
NOW THEREFORE in consideration of the mutual covenants and obligations herein and other good and valuable consideration, the parties hereto agree as follows:

1. **Pledge.** Lululemon pledges, promises and guarantees to make the following payments in the amounts shown:

Date	Amount
the later of the date upon which the Post Baccalaureate Diploma in Technical Apparel is open for applications and April 1, 2013	\$2,000,000
the later of the date upon which the Technical Apparel Stream in Fashion Design and Technology Degree is approved by the University (and a copy of that approval is provided to lululemon) and April 1, 2014	\$2,000,000

(the "Pledge").

The payment of the Pledge is conditional upon the following:

1.1 the Board of Governors of Kwantlen allocating \$12,000,000 in capital funding for the School of Design;

1.2 the Province of British Columbia appropriating \$12,000,000 in capital funding for the construction of the School of Design;

1.3 the payment by Chip and Shannon Wilson of the first instalment of their pledge of \$8,000,000 for funding of the School of Design; and

1.4 the approval by the University of the Technical Apparel Stream in Fashion Design and Technology Degree.

2. **Method of Payment.** Pledge payments may be made in cash or such other form of property that the parties may agree.

3. **Consideration and Sponsorship Benefits.** In consideration of and in reliance on lululemon's promise to make the payments as specified in paragraph 1 above, Kwantlen will use commercially reasonable efforts to:

3.1 confirm that the Board of Governors of Kwantlen approves the allocation of \$12,000,000 in capital funding for the School of Design subject to the Province of British Columbia making the \$12,000,000 matching commitment described in 3.2 hereof;

3.2 submit a request to the Province of British Columbia for the required approvals for the construction of the School of Design and the appropriation of \$12,000,000 in capital funding;

3.3 once funding from both Kwantlen and the Province of British Columbia is confirmed, to commence the design and approval process leading to the construction and equipping of the School of Design;

3.4 commence the development of continuing education, undergraduate and post-graduate curriculum in technical apparel design;

3.5 take the steps as described in the attached Schedule A to achieve the Milestones to increase the number of students with specialized skills in technical apparel design. Both parties are aware that the timelines proposed in Schedule A are subject to change and Kwantlen will update the timelines as necessary to reflect current circumstances; and

3.6 establish an Advisory Board for the undergraduate and graduate programs at the School of Design and to appoint an individual from lululemon to such Advisory Board.

4. **Sponsorship and Recognition.** Subject to the Province of British Columbia's Naming Privileges Policy and the approval of the Province of British Columbia, and in accordance with Kwantlen's recognition policy, Kwantlen and lululemon will mutually agree upon a form of recognition at the School of Design in recognition of the lululemon financial contribution.

5. **Term of Naming Right.** The naming right provided to lululemon will be a term of twenty (20) years commencing on the effective date of this Sponsorship and Pledge Agreement.

6. **Reservation of Power to Revoke.** Upon reasonable notice to lululemon, Kwantlen reserves the right to revoke a naming right privilege if an action of lululemon impugns Kwantlen's values, integrity or reputation.

7. **Graphic Approvals and Use of Name and Trademarks.** Kwantlen will not produce or distribute any graphic, print or electronic advertisements or collateral which refers to lululemon, its relationship with Kwantlen, or which uses the logo, name or tag line of lululemon, without the prior approval of lululemon in writing. Where lululemon approves of that use, lululemon will provide to Kwantlen its graphic standards and Kwantlen will ensure that it follows those graphic standards in any permitted use of the lululemon logo, name or tag line. Kwantlen will indicate that the use of the lululemon logo or name is a trademark under license from lululemon.

lululemon will not produce or distribute any graphic, print or electronic advertisements or collateral which refers to Kwantlen, its relationship with lululemon, or which uses the logo, name or tag line of Kwantlen, without the prior approval of Kwantlen in writing. Where Kwantlen approves of that use, Kwantlen will provide to lululemon its graphic standards and lululemon will ensure that it follows those graphic standards in any permitted use of the Kwantlen logo, name or tag line. Lululemon will indicate that the use of the Kwantlen logo or name is a trademark under license from Kwantlen.

8. **Publicity.** Neither party will use the other party's name or marks, refer to or identify the other party in any advertising or publicity releases or promotional or marketing correspondence to others without such other party's written approval.

9. **Confirmation of Reliance.** Lululemon and Kwantlen agree that if not for lululemon's Pledge as set forth herein, Kwantlen would not otherwise undertake the construction of the building that will house the School of Design.

10. **Enforcement of Pledge.** Any portions of the Pledge that are more than three months past due will be treated as enforceable and binding debts of lululemon to the extent that they are not paid from other sources. lululemon and Kwantlen agree that Kwantlen may file and enforce claims to secure payment of, and lululemon will be obliged to fulfil and pay, the Pledge.

11. **Confidentiality.** The parties understand and agree that this Agreement, and all materials, documents and other information as may be necessarily exchanged between them in fulfilling the provisions and intents of this Agreement, are and will be confidential. Each party will ensure that its affiliates, directors, officers and employees will keep secret all such

confidential information of the other party and all other information that that has been clearly identified in advance as confidential by the other party including, without limitation, this Agreement, will not disclose any such confidential information except as authorized by the other party or by law and will not use such confidential information except in connection with this Agreement. This obligation will continue to bind either party after it ceases to be a party for whatever reason and will survive the termination of this Agreement but such obligation of confidentiality will not apply:

11.1 to a disclosure to a person who knew the confidential information prior to its being disclosed;

11.2 to a disclosure of information which comes into the public domain without any breach of the provisions of this section;

11.3 to disclosure of information which is disclosed on a confidential basis to consultants or advisors of a party who have a *bona fide* need to know to assist that party in the carrying out of the terms of this Agreement;

11.4 to a disclosure of information which is disclosed to any governing authority or court having jurisdiction over any aspect of the performance of this Agreement; or

11.5 to a disclosure in performance of one's obligations (or those of its affiliates) as a public company;

If either party is required by law or by interrogatories, requests for information or documents, subpoena, civil investigative demand or similar process to disclose any information described in this section as confidential, it will provide the other party with prompt prior written notice of such request or requirements so that such party may seek an appropriate protective order and/or waive compliance with this section. The party whose consent to disclose information is requested will respond to such request, in writing, within five (5) business days of the request by either authorizing the disclosure or advising of its election to seek a protective order, or if such party fails to respond within the prescribed period the disclosure will be deemed approved.

These confidentiality provisions are subject to privacy and access legislation that may apply to the parties and/or the subject records, including, without limitation the *Freedom of Information and Protection of Privacy Act*.

12. Development Teams. The parties agree to set up the development teams described in Schedule B to support the establishment of the School of Design and the development of the curriculum outlined in Schedule A.

13. Amendment. This Agreement may be amended or supplemented by an agreement in writing signed by the parties.

14. Governing Law. This Agreement and the enforcement of its terms will be interpreted and conducted under the laws of the Province of British Columbia.

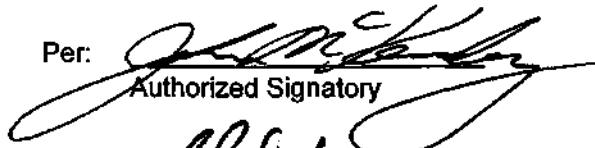
Agreed and accepted this day of July, 2012.


IN WITNESS WHEREOF each of the parties has executed this Pledge Agreement as of the date first above written.

LULULEMON ATHLETICA CANADA INC.

Per: 
Authorized Signatory

KWANTLEN POLYTECHNIC UNIVERSITY

Per: 
Authorized Signatory

Per: 
Authorized Signatory

Schedule A

Kwantlen Faculty of Design Program Development Plan

1. Launch of the Undergraduate Technical Apparel Stream:

The proposed Technical Apparel Stream is a concentration of courses completed by students in the Bachelor of Design, Fashion Design and Technology degree. The technical apparel stream will integrate new content into the current Bachelor of Design, Fashion and Technology degree to train designers to conceptualize and develop technical and high-performance apparel. Design faculty, the Programming Team and subject matter experts from industry will consult on the scope and sequence of the courses along with defining desired learning outcomes specific to technical apparel.

Activity	Target Date
Develop curriculum for technical apparel stream	April to June 2012
Consult with Programming Team on desired learning outcomes specific to technical apparel	May to June 2012
Programming Team to make recommendations to the Dean on new and revised curriculum content in Fashion Design and Technology Courses	June 2012
Submit proposal to Faculty Curriculum Committee, Faculty Council, Senate Standing Committee on Curriculum, and Senate for new and revised curriculum content in Fashion Design and Technology courses	June to November 2012
Technical Apparel Stream courses offered to students in the Fashion Design and Technology degree.	September 2013

2. Launch of the Post-Baccalaureate Diploma Program:

The proposed Post-Baccalaureate Diploma is envisioned as 30 credits of course work over a 12-month period including a capstone project. This applied program will admit students holding a baccalaureate degree.

The development of the Post-Baccalaureate Diploma in Technical Apparel will focus on creating curriculum that will allow students to explore the three personas embodied by the program: Design Innovators, Strategic Technologists and Transformative Leaders.

Kwantlen will seek advice from the Programming Team, industry partners and subject matter experts at key points of the development process in two areas:

- Expertise in technical apparel and material innovation; and
- Expertise in educational delivery methods

Activity	Target Date
Develop Program Concept and Program Proposal ¹ for Post-Baccalaureate Diploma in Technical Apparel	April to June 2012
Consult with Programming Team on criteria for expertise that embodies the three graduate profiles	May 2012, ongoing
Present Concept Proposal and Program Proposal to the Faculty of Design Curriculum Committee and Faculty Council	May 2012
Programming Team to make recommendations to the Dean on the Concept Proposal and Program Proposal for the Post-Baccalaureate Diploma	June 2012
Seek approval for the Concept Proposal and Program Proposal for the Post-Baccalaureate Diploma from the Kwantlen Senate Standing Committee on Curriculum, the Kwantlen Senate and the Kwantlen Board of Governors	June to November 2012
Submit program proposal to Degree Quality Assessment Board (DQAB) Secretariat for posting on the Post Secondary Institutions Proposal System (PSIPS)	December 2012
Receive decision from Ministry of Advanced Education regarding approval	February 2013
Post-Baccalaureate Diploma Program offered to Students.	January 2014

3. Develop framework for Master's Implementation Plan

Development of the Master in Technical Apparel Design

Activity	Timeline
Develop framework for Master's Implementation Plan	May 2012 - May 2013

¹ Internal documents required for Kwantlen Polytechnic University curriculum approval

Schedule B Development Teams

1. Vision Execution Team

Purpose: This team will meet quarterly to review the deliverables described in the Sponsorship and Pledge Agreement, to ensure milestones are achieved and to address any issues that may arise.

Team Members:

Kwantlen: Minimum of 2 team members
 lululemon: Minimum of 2 team members

2. Programming Team

Purpose: This Team will support the development of academic programming and technical apparel curriculum. The Programming team will make recommendations to the Dean on technical apparel curriculum for the undergraduate technical apparel stream, the Post-Baccalaureate Diploma in Technical Apparel and the Master in Technical Apparel Design in advance of submissions to Kwantlen's governing bodies for approval.

Team Members:

Kwantlen: Up to 4 team members including the Dean of the Faculty of Design and Fashion Design and Technology Program Coordinator
 lululemon: Minimum of 4 team members including representatives from Product, Leadership Development, Recruiting and Design
 Other industry leaders: Up to 6 additional team members working in the technical apparel industry

3. Profile Team

Purpose: This team will plan and execute activities that will position the School as a world-leading institute.

Team Members:

Kwantlen: Minimum of 3 team members
 lululemon: Minimum of 3 team members

PLEDGE AGREEMENT

Dated this 25th day of July, 2012.

AMONG:

DENNIS J. (CHIP) WILSON
(the "Donor")

AND:

KWANTLEN POLYTECHNIC UNIVERSITY
(the "University")

AND:

KWANTLEN POLYTECHNIC UNIVERSITY FOUNDATION
(the "Foundation")

WHEREAS:

A. The Donor wishes to make a gift to the Foundation in support of the proposed building at the University's Richmond campus (the "Facility") which will be used primarily for continuing education, undergraduate and post-graduate programs and applied research relating to technical design and related programs; and

B. The Donor, the University and the Foundation agree that successfully establishing the Facility requires financial support adequate to pay for the design, construction and equipping of the Facility; and

C. The Donor, the University and the Foundation mutually acknowledge that without the assurances and undertakings given by the Donor in this Pledge Agreement, the University would not undertake the establishment of the Facility.

NOW THEREFORE the Donor, the University and the Foundation agree as follows:

1. **Pledge.** The Donor pledges, promises and guarantees to pay to the Foundation each of the payments specified below, upon the later of the specified date and the date upon which the relevant milestone is achieved:

Milestones	Date	Amount
Written confirmation from the University of \$24 million in fully approved funding for the Facility (\$12 million from the University and \$12 million from the Province of British Columbia)	Sept 30, 2012	\$1,000,000

Written confirmation from the University that the tender for site preparation for the Facility has been issued	June 30, 2013	\$2,000,000
Written confirmation from the University that the tender for construction of the Facility has been issued	Jan 31, 2014	\$3,000,000
Written confirmation from the University that construction of the Facility is expected to be completed by December 31, 2015	Jan 31, 2015	\$2,000,000

Provided, however, that in the event that construction of the Facility is not completed by December 31, 2016, the Donor shall be relieved of all obligations to make any payments after that date.

(the "Pledge").

2. **Receipting.** Subject to the requirements of the *Income Tax Act* (Canada) and the provisions of paragraph 4 hereof, a donation tax receipt will be issued to the Donor upon the unconditional receipt by the Foundation of each payment made in fulfilment of the Pledge.

3. **Form of Payment.** Pledge payments may be made in cash or in negotiable publicly traded securities or such other property as the parties may agree.

4. **Fulfilment of Pledge by Other Party.** At the option of the Donor, the Donor's obligation to make the Pledge payments may be assigned to the Wilson 5 Foundation or to any other foundation, individual, corporation or trust that is related to the Donor. The Donor will provide written notice to the Foundation of any such assignment. Upon any such assignee executing a Pledge Agreement in form substantively similar to this Pledge Agreement, the Donor will be released from his obligation to make such payment.

If a party other than the Donor executes a Pledge Agreement and assumes the Donor's obligations under this Pledge Agreement, any donation tax receipt which may be issued in accordance with paragraph 2 hereof will be issued to the party who makes the Pledge payment.

5. **Consideration.** In consideration of and in reliance on the Donor's promise to make the payments and gifts as specified in paragraph 1 above, the University agrees, as soon as is practically possible, to take steps to establish the Facility.

6. **Confirmation of Reliance.** The Donor, the University and the Foundation agree that if not for the Donor's Pledge as set forth herein, the University would not otherwise undertake to construct the Facility.

7. **Enforcement of Pledge.** Any portions of the Pledge that are more than three months past due, or that remain unpaid at the Donor's death, will be treated as enforceable and binding debts of the Donor or the Donor's estate to the extent that they are not paid from other sources.

The Donor, the University and the Foundation agree that the University and the Foundation may file and enforce claims to secure payment of, and the Donor or the Donor's estate will be obliged to fulfil and pay, the Pledge.

8. **Recognition.** In consideration of the Pledge, and subject to the Province of British Columbia's Naming Privileges Policy and the approval of the Province of British Columbia in accordance with that policy, the University will provide the Donor with public recognition in accordance with the University's recognition policy, naming the Facility that houses the School of Design and the related academic unit, "The Chip and Shannon Wilson School of Design". The University and the Foundation agree to consult with the Donor on the details of all signage and other displays of the name of the School of Design.

The University and the Foundation reserve the right to offer naming rights to spaces within the Facility to other donors.

9. **Term of Naming Right.** The naming right provided to the Donor will continue until the earlier of the end of the useful life of the Facility that houses the School of Design or upon such date as the University ceases to offer design programs.

10. **University's Power to Revoke.** Upon reasonable notice to the Donor, the University reserves the right to revoke a naming right privilege if an action of the Donor impugns the University's values, integrity or reputation.

11. **Donor's Power to Revoke.** Upon reasonable notice to the University, the Donor may revoke the right of the University to use the name of Chip and Shannon Wilson for any purpose.

12. **Amendment.** This Pledge Agreement may be amended or supplemented by an agreement in writing signed by the Donor, the University and the Foundation.

IN WITNESS WHEREOF each of the parties has executed this Pledge Agreement as of the date first above written.

SIGNED, SEALED AND DELIVERED by)
DENNIS J. (CHIP) WILSON in the)
presence of:)

Lauren Openshaw

Name

Address

s.22

Administrative Assistant

Occupation


DENNIS J. (CHIP) WILSON

KWANTLEN POLYTECHNIC UNIVERSITY

Per:

Authorized Signatory

Per:

Authorized Signatory

KWANTLEN POLYTECHNIC UNIVERSITY FOUNDATION

Per:

Authorized Signatory



At its March 28, 2012 *in camera* meeting, the Board of Governors of Kwantlen Polytechnic University approved the following motion:

THAT the Board of Governors approve the allocation of \$12 million from Kwantlen's capital reserve as matching funds for a donation to build a new School of Design on the Richmond campus, subject to consultation with Senate.

The approved minutes were signed by Gord Schoberg, Chair, Board of Governors

Capital PROJECT SUMMARY			
Project Title:	Chap and Shannon Wilson School of Design		
Institution and Campus:	Kwantlen Polytechnic University - Richmond		Current Date:
Ministry Project Number:	804759	Anticipated Construction Start Date:	May 12, 2015
Anticipated Design Start Date:	June 2015 (re-design)	Anticipated Project Completion Date:	April 2016
			December 2017

	AVED Approved Budget	Current Estimate COA #1	Current Estimate COA #2	Current Estimate COA #3	Current Estimate COA #4	Current Estimate COA #5
Planning and Design						
Pre-Planning						
Planning & Design Fees (re-design)	\$ 2,878,000	\$ 2,878,000	\$ 4,001,178			
Project Management Fees	\$ 720,000	\$ 735,000	\$ 544,395			
Other (specify):						
Construction/Renovation						
New Construction	\$ 23,998,200	\$ 24,503,300	\$ 21,452,000			
Renovations						
Supplementary Building Costs	\$ 1,016,000	\$ 1,021,000	\$ 924,676			
Site Development			\$ 1,441,823			
Supplementary Site Costs						
Construction Contingency	\$ 2,639,000	\$ 2,860,700	\$ 3,135,822			
Other - insurance, testing			\$ 220,000			
Completion Costs						
Loose Furniture and Equipment	\$ 3,598,000	\$ 3,598,000	\$ 3,598,000			
DCC's, Permits			\$ 600,000			
Legal						
Commissioning						
Other (specify) - HST/GST/PST	\$ 1,184,500	\$ 404,000	\$ 158,000			
Total (including applicable taxes)	\$ 36,021,700	\$ 38,000,000	\$ 35,961,998	\$ -	\$ -	\$ -

Funding Sources Summary	AVED Approved Budget	Current Budget
Provincial	\$ 12,000,000	\$ 12,000,000
KPU	\$ 12,000,000	\$ 12,000,000
Donors	\$ 12,000,000	\$ 12,000,000
TOTAL	\$ 36,000,000	\$ 36,000,000

Cashflow - Actuals and Forecast	Previous Fiscal Yr	Fiscal Yr 2013/14	Fiscal Yr 2014/15	Fiscal Yr 2015/16	Fiscal Yr 2016/17	Fiscal Yr 2017/18	Future Fiscal Yrs	Total
Provincial		\$ 2,000,000		\$ 1,000,000	\$ 9,000,000			\$ 12,000,000
KPU	\$ 41,326				\$ 9,755,576	\$ 5,203,098		\$ 12,000,000
Donors		\$ 1,007,204	\$ 498,372		\$ 5,494,424	\$ 5,000,000		\$ 12,000,000
TOTAL	\$ 41,326	\$ 3,007,204	\$ 498,372	\$ 1,000,000	\$ 21,260,000	\$ 10,203,098	\$ -	\$ 36,000,000

Specs Summary	New Construction	Renovations
Location (Building Name)	CSWSOD	
Approved Net Assignable M ²		
Approved Gross M ²	6,026	
Current Net Assignable M ²	0	
Current Gross M ²	0	
Approved Total FTE Capacity of Building	505	
Approved Net New FTE Capacity of Bldg	505	

COA INFORMATION (MINISTRY USE ONLY)			
COA Number	Amount	Date Issued	Expiry Date
482-804759-1	\$ 2,000,000	March 12, 2014	March 31, 2014
482-804759-2	\$ 3,000,000	May 20, 2015	March 31, 2016



CAPITAL PROJECT CERTIFICATE OF APPROVAL

Sponsoring Ministry: ADVANCED EDUCATION

Division: 01 UNIVERSITIES

Government Body: 0011 KWANTLEN POLYTECHNIC UNIVERSITY

Certificate Number: 462-804759

Revision No.: 2

This Certificate is issued pursuant to the Treasury Board approval for the Capital Project described below (the "Project") and a Memorandum of Understanding (the "COA-MOU") between Provincial Treasury and the Sponsoring Ministry. This Certificate constitutes an approval by the Province for the Government Body to request Capital Funding (Advance) from the Province in accordance with the COA-MOU for the purpose of facilitating approved Project expenditures.

APPROVED CAPITAL PROJECT

Project No.: 804759

Project Location: RICHMOND CAMPUS

Facility Name: KWANTLEN POLYTECHNIC UNIVERSITY

Project Description: CHIP AND SHANNON WILSON SCHOOL OF DESIGN

Total Estimated Project Costs: \$ 36,000,000.00

Total Provincial Contribution: \$ 12,000,000.00

Treasury Board Approval Stage: 1. ☐ Site 2. ☒ Planning 3. ☐ Completion

Funding Detail (this certificate cancels and replaces all previous certificates issued for the Project):

Previous Certificate No.: 462-804759

Previous Revision No.: 1

Previous Total Approved Advance: \$ 2,000,000.00

Increase (Decrease) Determined By This Certificate: \$ 1,000,000.00

Total Approved Advance: \$ 3,000,000.00

Expiry Date: MARCH 31, 2016

GOVERNMENT BODY ACCOUNT

Financial Institution:

Transit No.:

Account No.:

TERMS OF APPROVAL

1. The Total Approved Advance approved by this Certificate represents the maximum that may be advanced for the Project.
2. This Certificate is valid only until the Expiry Date or until cancelled by the Sponsoring Ministry. This Certificate is not transferable.
3. Additional terms specific to the Project made between the Sponsoring Ministry and the Government Body are set out below or in the attached Appendix.

AUTHORITY GRANTED TO PROCEED

SIGNATURE OF RESPONSIBLE MINISTER OR DESIGNATE

MAY 21/15

EFFECTIVE DATE

FIN 14 Rev. 2010/04/28

ORIGINAL: MINISTRY OF FINANCE

COPIES: 1) GOVERNMENT BODY 2) SPONSORING MINISTRY

Capital PROJECT SUMMARY

Institution:	Kwantlen Polytechnic University
Project Number:	804759
Project Title:	Chip and Shannon Wilson School of Design (CSWSOD)
Anticipated Construction Start Date:	Dec 2013 (site), New Construction: June 2014
Anticipated Project Completion Date:	September 2015
Current Date:	March 10, 2014

	AVED Approved Budget	Current Estimate COA #1	Current Estimate COA #2	Current Estimate COA #3	Current Estimate COA #4	
		Project Phase: Fiscal 2012/13	Project Phase: Fiscal 2013/14	Project Phase: Fiscal 2014/15	Project Phase: Fiscal 2015/16	
Planning and Design						
Planning & Design Fees	\$ 2 878,000	\$ 2 878,000	\$ -	\$ -	\$ -	
Project Management Fees	\$ 720,000	\$ 735,000	\$ -	\$ -	\$ -	
Other - Commissioning & Testing	\$ -	\$ -	\$ -	\$ -	\$ -	
Construction/Renovation						
New Construction Costs	\$ 23 986,200	\$ 24 503,300	\$ -	\$ -	\$ -	\$ -
Renovation Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplementary Building Costs	\$ 1 016,000	\$ 1 021,000	\$ -	\$ -	\$ -	
Site Costs	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplementary Site Costs	\$ -	\$ -	\$ -	\$ -	\$ -	
Contingency	\$ 2 639,000	\$ 2 860,700	\$ -	\$ -	\$ -	
Escalation	\$ -	\$ -	\$ -	\$ -	\$ -	
Furniture and Equipment						
Furniture and Equipment	\$ 3 598,000	\$ 3 598,000	\$ -	\$ -	\$ -	\$ -
DCC Permits, Legal etc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Commissioning	\$ -	\$ -	\$ -	\$ -	\$ -	
HST/GST	\$ 1 184,500	\$ 404,000	\$ -	\$ -	\$ -	
Total (including applicable taxes)	\$ 36,021,700	\$ 36,000,000	\$ -	\$ -	\$ -	\$ -

Funding Sources Summary	AVED Approved Budget	Current Budget
Provincial	\$ 12,000,000	\$ 12,000,000
Institution - Cash Reserves	\$ 12,000,000	\$ 12,000,000
Other (in-kind, donations) - specify	\$ 12,000,000	\$ 12,000,000
TOTAL	\$ 36,000,000	\$ 36,000,000

Cashflow - Actuals and Forecast	Previous Fiscal Yrs	Fiscal Yr 2012/13	Fiscal Yr 2013/14	Fiscal Yr 2014/15	Fiscal Yr 2015/16	Future Fiscal Yrs	Total
Provincial		\$ -	\$ 2,000,000	\$ -	\$ 10,000,000		\$ 12,000,000
Institution - Cash Reserves				\$ 10,000,000	\$ 2,000,000		\$ 12,000,000
Other (in-kind, donations) - specify		\$ -		\$ 8,000,000	\$ 4,000,000		\$ 12,000,000
TOTAL	\$ -	\$ -	\$ 2,000,000	\$ 18,000,000	\$ 16,000,000	\$ -	\$ 36,000,000

Space Summary	New Construction	Renovations
Location (Building Name)	CSWSOD	n/a
Approved Net Assignable M ²	3,500	0
Approved Gross M ²	4,900	0
Current Net Assignable M ²	0	0
Current Gross M ²	0	0
FTE Capacity of Building	505	0

COA Number	Amount	Date Issued	Expiry Date
462-804759-1	\$ 2,000,000	Mar 12 2014	Mar 31, 2014



CAPITAL PROJECT CERTIFICATE OF APPROVAL

Sponsoring Ministry: ADVANCED EDUCATION

Division: 01 UNIVERSITIES

Government Body: 0011 KWANTLEN POLYTECHNIC UNIVERSITY

Certificate Number: 462-804759

Revision No.: 1

This Certificate is issued pursuant to the Treasury Board approval for the Capital Project described below (the "Project") and a Memorandum of Understanding (the "COA-MOU") between Provincial Treasury and the Sponsoring Ministry. This Certificate constitutes an approval by the Province for the Government Body to request Capital Funding (Advance) from the Province in accordance with the COA-MOU for the purpose of facilitating approved Project expenditures.

APPROVED CAPITAL PROJECT

Project No.: 804759

Project Location: RICHMOND CAMPUS

Facility Name: KWANTLEN POLYTECHNIC UNIVERSITY

Project Description: CHIP AND SHANNON WILSON SCHOOL OF DESIGN

Total Estimated Project Costs: \$ 36,000,000.00

Total Provincial Contribution: \$ 12,000,000.00

Treasury Board Approval Stage: 1. ☐ Site 2. ☒ Planning 3. ☐ Completion

Funding Detail (this certificate cancels and replaces all previous certificates issued for the Project):

Previous Certificate No.:

Previous Revision No.:

Previous Total Approved Advance:

\$ 0.00

Increase (Decrease) Determined By This Certificate:

\$ 2,000,000.00

Total Approved Advance:

\$ 2,000,000.00

Expiry Date: MARCH 31, 2014

GOVERNMENT BODY ACCOUNT

Financial Institution:

Transit No.:

Account No.:

TERMS OF APPROVAL

1. The **Total Approved Advance** approved by this Certificate represents the maximum that may be advanced for the Project.
2. This Certificate is valid only until the **Expiry Date** or until cancelled by the Sponsoring Ministry. This Certificate is not transferable.
3. Additional terms specific to the Project made between the Sponsoring Ministry and the Government Body are set out below or in the attached Appendix.

AUTHORITY GRANTED TO PROCEED

SIGNATURE OF RESPONSIBLE MINISTER OR DESIGNATE

EFFECTIVE DATE

ORIGINAL: MINISTRY OF FINANCE

COPIES: 1) GOVERNMENT BODY

2) SPONSORING MINISTRY

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kwantlen.ca>
Sent: Friday, November 16, 2012 1:44 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir; Brassard, Michelle AEIT:EX
Subject: RE: KPU procurement experience
Attachments: Procurement method for capital projects.xlsx

Catherine, please see the spreadsheet attached as to the methods we have used for procurement of capital projects. For each major project we discuss the benefits, risks and alternatives that will best suit our project. You will note that in the majority of instances we use DBB. While many experience a challenge with short project timeframes with this approach we have utilized strategies to advance schedule, reduce risk while having the certainty of DBB and a stipulated price contract.

For example on our recent \$7 million renovation of the former trades building at the Langley campus during the early part of design we completed demolition of the interior as a separate contract which provided us excellent information to inform design, and reduce the risk to general contractors bidding on the project through unforeseen conditions behind walls. As well it advanced the project schedule as this work did not need to wait until the project was fully designed. We also used the services of a CM firm during design to assist with providing information on buildability, materials availability, schedule development, project estimate, etc. We then proceeded to a tender for a stipulated price contract.

You will note the one DB project we did was for the additional of a washroom to our Farrier building which was a small enough project that there was a reduced cost to proceed with this approach.

Please contact me for any clarification required.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kwantlen.ca
www.kwantlen.ca/facilities

From: Nickerson, Catherine M AEIT:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, November 16, 2012 10:40 AM
To: Karen Hearn
Cc: Aitken, Cathy M AEIT:EX; Kostov, Krassimir AEIT:EX; Brassard, Michelle AEIT:EX
Subject: KPU procurement experience
Importance: High

Hi Karen,

Further to my voicemail, we would like to know what experience your institution has with the various procurement methods (DBB, CM, DB). It would be ideal if you could add a column to the table below and indicate what method was used for each.

We would appreciate it if you could provide this information asap today.

Thanks very much Karen.

Catherine

Table 1: Kwantlen Polytechnic University Summary of Capital Projects from FY03/04 to FY12/13 * (in \$ thousands)					
Project	Total Cost	Breakdown of Project Funding			
		Provincial	Federal	Kwantlen	Total
Cloverdale	\$ 48,206	\$ 42,700	-	\$ 5,506	\$48,206
Surrey Expansion	44,265	25,600		18,665	44,265
CFI / ISH Laboratory and Greenhouse	6,500	2,300	2,300	1,900	6,500
Surrey - Building Envelope	4,600	2,257	2,257	86	4,600
Langley - Student Services	2,203	1,275	873	55	2,203
Richmond - Library Expansion	1,588	656	559	373	1,588
Langley CAHS Renovations (expected completion FY12/13)	7,000	-	-	7,000	7,000
Richmond Refurbishment (expected completion FY12/13)	5,000			5,000	5,000
Langley Renovation	2,243	-		2,243	2,243
Newton Athletic Park - Artificial Turf	1,000	-	-	1,000	1,000
Aboriginal Gathering Place	679	600	-	79	679
Fir Building Refurbishment	570	-	-	570	570
Parking Surrey Expansion	485	-	-	485	485
Langley Labs Building	483	-		483	483
CHURN Surrey-Newton Relocation	470	-	-	470	470
HVAC & Lighting Upgrade-Surrey	371	253	-	117	371
HVAC & Lighting Upgrade-Langley	235	204	-	31	235
Langley Fine Arts Retrofit	145	-	-	145	145
BSc Applied Psych Lab	199	-	-	199	199
BA Journalism Relocation	158	-	-	158	158
Fine Arts-Cloverdale	116	-	-	116	116
Cloverdale-Welding Shop	71	-	-	71	71
Cloverdale-Farrier Facilities	51	-	-	51	51
Total	\$ 126,638	\$ 75,846	\$ 5,988	\$ 44,804	\$ 126,638
% of total funding	100%	60%	5%	35%	100%
* Note: Beginning in FY11/12, Kwantlen has also allocated an additional \$1,100,000 per year, over and above Ministry annual funding of \$489,000, for capital expenditures that are "annual capital allowance" in nature.					

Addendum: Kwantlen School of Design Concept Plan

4

Catherine Nickerson, MAIBC, MRAIC, LEED AP
Director, Post-Secondary Capital
Post Secondary Funding and Corporate Finance
Ministry of Advanced Education, Innovation and Technology

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

"Providing Excellence in Service to Help our Clients Succeed"

Kwantlen Polytechnic University
Summary of Capital Projects from FY03/04 to FY12/13 *
(in \$ thousands)

Project	Total Cost	Breakdown of Project Funding				
		Provincial	Federal	Kwantlen	Procurement Method	Total
Cloverdale	\$ 48,206	\$ 42,700	\$ -	\$ 5,506	DBB	\$ 48,206
Surrey Expansion	44,265	25,600	-	18,665	DBB	44,265
CFI / ISH Laboratory and Greenhouse	6,500	2,300	2,300	1,900	DBB	6,500
Surrey - Building Envelope	4,600	2,257	2,257	86	DBB	4,600
Langley - Student Services	2,203	1,275	873	55	DBB	2,203
Richmond - Library Expansion	1,588	656	559	373	DBB	1,588
FY12/13)	7,000	-	-	7,000	DBB; utilized CM s	7,000
FY12/13)	5,000	-	-	5,000	DBB	5,000
Langley Renovation	2,243	-	-	2,243	DBB	2,243
Newton Athletic Park - Artificial Turf	1,000	-	-	1,000	Partnership with C	1,000
Aboriginal Gathering Place	679	600	-	79	DBB	679
Fir Building Refurbishment	570	-	-	570	DBB	570
Parking Surrey Expansion	485	-	-	485	DBB	485
Langley Labs Building	483	-	-	483	DBB	483
CHURN Surrey-Newton Relocation	470	-	-	470	Predominately fur	470
HVAC & Lighting Upgrade-Surrey	371	253	-	117	DBB	371
HVAC & Lighting Upgrade-Langley	235	204	-	31	DBB	235
Langley Fine Arts Retrofit	145	-	-	145	Design only; no fu	145
BSc Applied Psych Lab	199	-	-	199	DBB	199
BA Journalism Relocation	158	-	-	158	DBB	158
Fine Arts-Cloverdale	116	-	-	116	DBB	116
Cloverdale-Welding Shop	71	-	-	71	DBB	71
Cloverdale-Farrier Facilities	51	-	-	51	DB	51
Total	\$ 126,638	\$ 75,846	\$ 5,988	\$ 44,804		\$ 126,638
% of total funding	100%	60%	5%	35%		100%

* Note: Beginning in FY11/12, Kwantlen has also allocated an additional \$1,100,000 per year, over and above Ministry annual funding of \$489,000, for capital expenditures that are "annual capital allowance" in nature.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kwantlen.ca>
Sent: Wednesday, November 14, 2012 4:37 PM
To: Kostov, Krassimir
Cc: Aitken, Cathy M AVED:EX
Subject: RE: KPU - SOD - just a couple of questions

Krassimir, please see response below in *blue*.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kwantlen.ca
www.kwantlen.ca/facilities

From: Kostov, Krassimir AEIT:EX [<mailto:Krassimir.Kostov@gov.bc.ca>]
Sent: Wednesday, November 14, 2012 12:46 PM
To: Karen Hearn
Cc: Aitken, Cathy M AEIT:EX
Subject: KPU - SOD - just a couple of questions

Hi Karen,

I have left you a voice mail a few minutes ago, I would greatly appreciate if you could help me out with some additional information requested by TB:

- Confirm whether all contingency amounts in KPU's business case budget are standard compared to past KPU projects; and (is the contingency for the SOD project in line with your past projects) *Kwantlen typically use a range of 2.5 – 5% contingency for major capital projects.*
- Confirm cost escalation assumptions – based on what annual percentage and based on what source? (Escalation contingency: 5%, JBA Cost Estimate - Class D, Oct 2012) , however I would need a clarification what is the JBA's rationale for this figure – just the source *JBA determined the escalation contingency based on review of local trends (2 – 4%)including review of recent tenders and then adjusting in view of the two separate tenders which advance the site preparation portion of the project.*

Thanks in advance Karen.

Krassimir Kostov ,PMP®
Senior Planning Officer, Post-Secondary Capital
Ministry of Advanced Education, Innovation and Technology
and Minister Responsible for Multiculturalism
1st Floor - 835 Humboldt Street
Victoria, V8W 9H8

Email: Krassimir.Kostov@gov.bc.ca

Tel: 250 387 1360

Fax: 250 356 7922

 Please consider the environment before printing this email

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, October 14, 2014 9:30 AM
To: Aitken, Cathy M AVED:EX
Subject: RE: Academic Space Construction Cost Comparison

Thanks. I note that the projects aren't that recent. I'll see what I can find too.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, October 14, 2014 9:26 AM
To: Karen Hearn
Cc: Kostov, Krassimir AVED:EX; Nickerson, Catherine M AVED:EX
Subject: FW: Academic Space Construction Cost Comparison

Hi Karen, my apologies for the delay in getting this info to you. This is what we were able to pull from our capital projects. We do not have costs for projects that were self-funded. I recall that we had done some report back to Treasury Board on costs per square foot. We're still digging to find that information. So, more to come.

Construction Costs of New Academic Buildings - Lowermainland Region - projects 2009 - 2014

INST	FISCAL YEAR	PROJECT TYPE	DESCRIPTION	PROVINCIAL CONTRIBUTION	TOTAL PROJECT COST
British Columbia Institute of Technology	2009/10	KIP	Renewal Of Building SW1 And Adjacent Areas To Improve Classroom/Lab Functionality, Improve Ventilation And Increase Energy Efficiency	\$ 22,750,000	\$39,554,361
Capilano University	2009/10	KIP/ EXPANSION	New Film Centre Building	\$18,680,000	\$38,547,354
University of British Columbia - Vancouver	2008/09	New Priority / Expansion	Earth Systems Sciences Building (ESSB)	\$37,500,000	\$75,000,000
University of British Columbia - Vancouver	2009/10	New Priority / Expansion	Faculty Of Pharmaceutical Sciences & CDRD	\$ 86,400,000	\$133,250,000

AVERAGE:

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1
Phone: (250)356-9097
Fax: (250)356-7922
e-mail: cathy.aitken@gov.bc.ca*

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Tuesday, April 21, 2015 11:46 AM
To: Aitken, Cathy M AVED:EX
Subject: RE: KPU SOD - Additional Info
Attachments: CSWSOD Revised Schedule April.20. 15.xlsx

Cathy,

I have attached a revised project schedule, as of yesterday, that was developed in part to inform the City of Richmond for Building Permit purpose. This schedule is a preliminary redesign timeframe based on information currently available and subject to all of the challenges and issues that may arise in the course of the redesign. With that in mind, and to answer your questions:

- Restart the design team – first all-consultants redesign meeting proposed for June 11, 2015.
- Update design and cost estimates – the Architects are currently working on their fee proposal anticipated for April 30, 2015. First cost estimate following restart of design team, potentially by end of July.
- Targeted tender date: ????? – proposed tendering of the project in February 2016
- Targeted construction start by ????? Mobilization of General Contractor in April 2016.
- Also, how will the design change? (We need to have an answer from the perspective that the appearance of the building and the layout of the spaces inside won't change significantly – any changes are generally expected to be behind walls to make the assembly of the building more affordable)
 - The focus on redesign will be to reduce complexity in three primary areas in favour of more conventional strategies to optimize constructability and be within budget:
 - simplifying the composite wood/concrete structural system
 - redesign in-floor HVAC system, and
 - redesign west façade curtain wall system
 - Changes to the building massing, floor plans, and interior organization are not included in the redesign work
 - The appearance of the building, both exterior and interior will not change significantly.

Please feel free to call if you have any additional questions or require clarification.

Thank you,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, April 21, 2015 10:48 AM

To: Craig Regan
Cc: Kostov, Krassimir AVED:EX
Subject: KPU SOD - Additional Info

Hi Craig, as suspected, I've been asked for additional info. i.e., next steps are....
I don't want to rely on the information I have on record as it is now dated.

- Restart the design team
- Update design and cost estimates
- Targetted tender date: ?????
- Targetted construction start by ????
- Also, how will the design change? (We need to have an answer from the perspective that the appearance of the building and the layout of the spaces inside won't change significantly – any changes are generally expected to be behind walls to make the assembly of the building more affordable)

Thanks, Craig.

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

Chip & Shannon Wilson School of Design Building

Revised Project Schedule April 20, 2015.

DRAFT

MILESTONE	ANTICIPATED DURATION	ANTICIPATED COMPLETION DATE
Publish RFP Pre- Construction Management (CM) Services	2 weeks	Friday, April 17, 2015
Close RFP's	13 days	Tuesday, April 28, 2015
Evaluation of submissions	3 days	Friday, May 1, 2015
Interview short listed firms	1 day	Wednesday, May 6, 2015
Receive fee proposal for Architectural Redesign Services	1 month (concurrent)	Tuesday, April 28, 2015
Revised Donor agreement	1 month (concurrent)	Thursday, April 30, 2015
Revised Redesign Services Fee Proposal	1 month (concurrent)	Thursday, April 30, 2015.
Approvals to award QS, CM and Redesign (PB)	2 weeks	Wednesday, May 20, 2015
All Consultants Redesign Meeting		Thursday, June 11 2015.
Redesign drawings and specifications for tender	6 months	Wednesday, December 9, 2015.
Approvals to proceed to tender (PB/KPU BoG)	4 weeks	Wednesday January 6, 2016.
Tender to BC Bid	4 weeks	Tuesday, February 9, 2016.
Approval to award (PB/TB/KPU BoG)	4 weeks	Monday, March 7, 2016
Award Contract to General Contractor	3 weeks	Thursday March 24, 2016
Mobilization	2 weeks	Monday April 11, 2016
Construction (substantial completion)	18 months	Monday, October 2, 2017.
Installations and Commissioning	4 weeks	Monday, October 30, 2017.
Construction Completion and Deficiencies	8 weeks	Friday, December 22, 2017
Move in	4 weeks (concurrent)	Friday, December 22, 2017
Start of Classes		Wednesday, January 3, 2018

Note

s.22

1. John Wall, Public Architecture + Communications

2. Craig Regan, KPU Director, Construction and Planning

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Tuesday, November 18, 2014 10:21 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn
Subject: RE: Draft letters to cancel bid & Procurement Options Analysis

Hi Catherine,
Please see my responses below.
Hope this helps, let me know if you need any further clarification.
Regards,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Tuesday, November 18, 2014 8:43 AM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: RE: Draft letters to cancel bid & Procurement Options Analysis

Hi Karen/Craig,

A few questions re: the draft letters notifying of bid cancellation

- 1) Did KPU's lawyer write and/or review the letters? Yes, Roy Nieuwenburg reviewed and edited the letters.
- 2) Did the Fairness Advisor review the letters? Yes, Rusty Joerin reviewed the letters and had no comments to add from a fairness perspective.
- 3) What is the risk of Bird coming back and claiming for partial compensation? What has been done to mitigate any risk associated with this? At each of the negotiation meetings chaired by and held at the MHPM offices it was declared that KPU would not offer any compensation for any work performed as part of the negotiations and Bird agreed that their efforts were entirely at their risk.
- 4) Just curious why the letter isn't issued by KPU (the Owner) instead of their project manager (the Owner's agent). MHPM was hired by KPU as the procurement manager for this project and as such issues letters and notices on KPU's behalf.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, November 14, 2014 10:52 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: FW: Draft letters to cancel bid & Procurement Options Analysis

This time with Procurement Options attachment included. Please ignore previous email.

Karen

From: Karen Hearn
Sent: Friday, November 14, 2014 10:46 AM
To: Nickerson, Catherine M AVED:EX (Catherine.Nickerson@gov.bc.ca)
Cc: Cathy Aitken (cathy.aitken@gov.bc.ca); Craig Regan
Subject: Draft letters to cancel bid & Procurement Options Analysis

Attached are the draft letters notifying of bid cancellation and the revised Procurement Options Analysis which includes the three current options being considered.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 060 to/à Page 061

Withheld pursuant to/removed as

s.22;s.21;s.13



Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, December 4, 2014 3:20 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee; Craig Regan
Subject: Notification to bidders

MHPM's representative along with Craig and I spoke with the lowest bidder thanking them for their considerable effort and notifying that a letter would be provided today cancelling the bid and all associated processes. The letters have been issued to all bidders; the Architects informed and internal KPU representatives are being notified as per the communication plan.

Lowest bidder indicated their understanding of the risk they had taken from the beginning; want to be kept informed on the status of the project and if a future opportunity to bid is presented are interested.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, December 15, 2014 8:31 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kathy Lylyk; Gordon Lee; Craig Regan
Subject: FW: CSWSOD - Write-off Estimate - Further information
Attachments: CSWSOD Project Write-off Estimates Dec.12.14.xlsx

Catherine, further to Friday's email I would like to provide you some background as to factors contributing to the conservative estimate that has been provided. The information provided has been based on feedback from our Auditor's as to their requirements to confirm the capitalization of specific elements of the project.

With year end coming March 31st we do not anticipate having sufficient documented information as to the amount of the design that will be re-used without this it is anticipated that the Auditor's will write off the design. Until we have the design team underway with a new QS and CM we are not able to quantify to the Auditors requirements the portion of the project that will not be going forward. With the latest QS information it appears that there is potential of a much smaller amount of re-design being required. There is though a need for CM input to help identify what strategies we need to take to ensure we do not have a repeat of the original tender results.

The Auditors have also indicated that the site preparation work would all need to be written off if the project is not approved unless we had confirmation of a project that will be proceeding in that location utilizing the site preparation work.

There is the potential that portions of the items currently identified as 100% write off could be reduced though we are at risk of the Auditors opinion.

Write off estimates:

Current conservative estimate \$2,975,904

Worst case if project does not proceed \$4,565,362

Best case if able to prove minimal re-design \$1,089,627 (based on 20% of design not being re-used)

Kathy, please indicate if I have misinterpreted anything.

Thanks.

Karen

From: Karen Hearn
Sent: December-12-14 5:13 PM
To: Nickerson, Catherine M AVED:EX (Catherine.Nickerson@gov.bc.ca)
Cc: Cathy Aitken (cathy.aitken@gov.bc.ca); Craig.Regan@kpu.ca; Gordon Lee; Kathy Lylyk
Subject: CSWSOD - Write-off Estimate

As requested earlier today.

Karen

Chip & Shannon Wilson School of Design Building Project - Preliminary Write-off Estimate KPU Facilities Services – December 12, 2014.				
DRAFT				
Description	Expenditures and Commitments to Date	Estimated % of value to write-off	Total	Comments
Development Costs - permits (City of Richmond)	\$13,085	100%	\$13,085	
Insurance, testing	\$3,064	100%	\$3,064	
Design & Engineering Fees	\$2,357,837	100%	\$2,357,837	Not able to determine extent of design that will be useable in new design before auditors cut-off date.
Project Management	\$266,097	100%	\$266,097	
Cost consultant (JBA/SSA and Altus)	\$73,289	100%	\$73,289	
Traffic Consultant	\$12,072	0%	\$0	This work is applicable to other campus projects.
Geotechnical Consultant (Levelton)	\$115,652	15%	\$17,348	Some work will be required to confirm geotechnical for redesign. Only fully written off if project were not to proceed.
Legal (Clarke Wilson)	\$39,900	100%	\$39,900	
Consultants Selection Advisor (EranGeo)	\$51,412	100%	\$51,412	
Procurement Consultant (MHPM)	\$116,062	100%	\$116,062	
Code Consultant alternate solution (GHL)	\$37,810	100%	\$37,810	
Space Programming (ECS)	\$37,159	0%	\$0	Only written off if project were not to proceed
Site Works demolition, vibro densification, stone columns, new loading dock.	\$1,441,923	0%	\$0	Only written off if project were not to proceed
TOTAL	\$4,565,362		\$2,975,904	

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, October 22, 2014 2:22 PM
To: Aitken, Cathy M AVED:EX
Cc: Gidget Maguire; Craig Regan
Subject: RE: need confirmation that the attached document is the legal opinion from Clark Wilson LLP

We do not have anything specifically in writing though when meeting with Bird earlier today we did again review the expectations regarding negotiations and this time I requested that it be minuted. When the minutes are prepared we will provide a copy to you.

Karen
B O27

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Wednesday, October 22, 2014 12:47 PM
To: Karen Hearn
Subject: RE: need confirmation that the attached document is the legal opinion from Clark Wilson LLP

Thanks, Karen. One other question, does KPU have anything in writing with Bird regarding the expectations around the negotiations?

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Wednesday, October 22, 2014 12:39 PM
To: Aitken, Cathy M AVED:EX
Subject: Fwd: need confirmation that the attached document is the legal opinion from Clark Wilson LLP

Sent from my iPhone

Begin forwarded message:

s.14

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: October-21-14 3:29 PM
To: Karen Hearn
Cc: Craig Regan
Subject: RE: For Project Board Meeting #2

Hi Karen, going through all the material for the Project Board meeting and need confirmation that the attached document is the legal opinion from Clark Wilson (Roy?) regarding re-tendering? Also, it's marked DRAFT, is there a finalized document?

Thank you,

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, October 17, 2014 8:30 PM
To: Nickerson, Catherine M AVED:EX
Cc: Craig Regan; Gordon Lee; Aitken, Cathy M AVED:EX
Subject: For Project Board Meeting #2

Catherine in addition to all the documents provided to date here is the draft Project Status Report - please edit liberally I've run out of energy to make this a better document today though really wanted to ensure you have it with some time for revision.

Please destroy the previous version you have of the Multi-criteria options analysis.

As discussed I will be off on Monday though please feel free to contact Craig and/or Gordon in my absence.

I have not included a revised soft costs budget. On review of what we have been working on it does not fit with where things are today. It would be beneficial to have some discussion on expectations for this revised document prior to distributing a more detailed version to the Project Board.

Thanks for all your great help and advice. Heading home now. Hope you have a great weekend.

Karen

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 23, 2014 7:17 PM
To: Aitken, Cathy M AVED:EX
Cc: Kostov, Krassimir; Craig Regan
Subject: FW: KPU CSWSOD - Communication to bidders
Attachments: RE: KPU- Submission Bid Bond; RE: Kwantlen School of Design

Here it is. The 33KB attachment is to Ledcor.

Karen

From: Harris, Richard [<mailto:richard.harris@mhpm.com>]
Sent: Friday, September 12, 2014 12:32 PM
To: Karen Hearn
Subject: RE: KPU CSWSOD - Communication to bidders

Hi Karen,

Yes, I do. Please find attached the e-mails that I issued to Ellis Don and Ledcor respectively.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.
555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7
Office 604.714.0988 ext. 222 | Fax 604.714.0989
richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, September 12, 2014 11:02 AM
To: Harris, Richard
Subject: RE: KPU CSWSOD - Communication to bidders

Richard do you have copies of correspondence regarding this notification? If so I'm wanting to add to our files.

Thanks.

Karen

From: Harris, Richard (<mailto:richard.harris@mhpm.com>)

Sent: Thursday, August 21, 2014 4:54 PM

To: Karen Hearn

Cc: rusty@woodsgift.com; Craig Regan

Subject: RE: KPU CSWSOD - Communication to bidders

Hi Karen,

FYI –

Both Ellis Don and Ledcor have been advised that all of the bids received were well over the pre-tender budget and Kwantlen is in negotiation with the lowest, compliant bidder.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.

555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7

Office 604.714.0988 ext. 222 | Fax 604.714.0989

richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Karen Hearn (<mailto:Karen.Hearn@kpu.ca>)

Sent: Monday, August 18, 2014 9:12 PM

To: Harris, Richard; Craig Regan

Cc: rusty@woodsgift.com

Subject: RE: KPU CSWSOD - Communication to bidders

Richard, please inform the bidders that all bids were over budget and we are proceeding to negotiate with the lowest bidder. As discussed previously please quote from the clause in the supplemental conditions.

Note that the following is the messaging that has been provided to the KPU community this afternoon:

Bids for the construction of the building at KPU Richmond were received on July 24.

All the bids received were well over the pre-tender budget.

We are now entering into negotiation with the lowest bidder to explore scope changes and price adjustments to bring the work and price within the pre-tender budget amount.

Further updates on the scope and timelines will be provided as these negotiations allow.

Thanks,

Karen

From: Harris, Richard [<mailto:richard.harris@mhpm.com>]

Sent: August-18-14 8:33 AM

To: Craig Regan; Karen Hearn

Cc: rusty@woodsgift.com

Subject: KPU CSWSOD - Communication to bidders

Good morning Craig and Karen,

I just wanted to follow-up and let you know that I am still holding off on communicating anything further to the other two bidders on the CSWSOD project until communications have been completed within KPU and I am authorized to do so.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C

Vice President | Pacific

MHPM PROJECT MANAGERS INC.

555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7

Office 604.714.0988 ext. 222 | Fax 604.714.0989

richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



Mino, Lise MTIC:EX

From: Rusty Joerin <rusty@woodsgift.com>
Sent: Thursday, October 16, 2014 9:26 AM
To: Karen Hearn; Craig Regan
Cc: 'Shelley Litke'; 'Harris, Richard'
Subject: RE: Interim Fairness Monitor Report and Process Opinion

Certainly, the documents were produced for KPU at your request. They are yours to share and use as you intend. I ask only that they not be edited and only shared in their entirety including the letterhead. The fairness monitor report(s) when complete should be considered a publically available document in the same manner that other fairness monitor reports are available to other public projects.

The opinion document is not intended for public distribution but may be shared by KPU as is considered appropriate to your purpose(s) including public distribution if KPU considers that appropriate as well. The timing and extent of its release should be given careful prior consideration.

I labelled the opinion document as "In Confidence" as my understanding is that the Contractor with whom you have been negotiating is not aware, yet, that KPU has an intention to end negotiation.

Thank-you for your kind comments

Regards

Rusty J. Joerin, SCMP
Woodsgift Enterprises
Professional Supply Management
rusty@woodsgift.com
Mobile: 250-927-2156
www.woodsgift.com

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: October-16-14 8:31 AM
To: Rusty Joerin; Craig Regan
Cc: Shelley Litke; Harris, Richard
Subject: RE: Interim Fairness Monitor Report and Process Opinion

Rusty, thank you very much for your quick preparation of these documents and your balanced, reasoned approach. With your permission we would like the ability to share these documents with Senior Personnel at KPU and with representatives of the Ministry of Advanced Education. Please indicated if this is acceptable to you.

Thanks.

Karen

From: Rusty Joerin [<mailto:rusty@woodsgift.com>]
Sent: Wednesday, October 15, 2014 4:28 PM
To: Karen Hearn; Craig Regan
Cc: Shelley Litke; Harris, Richard
Subject: Interim Fairness Monitor Report and Process Opinion

Karen and Craig:

Please find attached the information requested through MHPM Project Managers concerning the School of Design Building

If you have any questions or require clarification of any points, I will be pleased to assist.
Regards

Rusty J. Joerin, SCMP
Woodsgift Enterprises
Professional Supply Management
rusty@woodsgift.com
Mobile: 250-927-2156
www.woodsgift.com

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, December 23, 2014 11:53 AM
To: Houle, Michael PSBC:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: RE: KPU Wilson School of Design - Revised Budget Review Report

Mike the review by Altus provides their opinion as to what they thought the tender price should have been based on the tender documents and as well their opinion on what the building should cost based on the proposed items from the lowest bidder.

Pre-tender estimate
Altus \$22,600,000
JBA \$22,876,500

5.13, 17

Estimate for proposed changes from the lowest bidder (value engineered design) \$20,900,000 - includes the 5th floor

From the information provided by Altus there should be sufficient budget to construct the building as originally designed. As the market responded differently I think there is merit in proceeding with the services of a construction manager for design assist as well as completing some re-design to minimize the complexity of the building. Proceeding with the full scope of changes as proposed by the lowest bidder does not provide best value to all involved.

Karen

From: Michael Houle [mailto:Michael.Houle@partnershipsbc.ca]
Sent: Tuesday, December 23, 2014 7:53 AM
To: Karen Hearn; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: KPU Wilson School of Design - Revised Budget Review Report

Thank you Karen,

5.17

Based upon our previous correspondence on the matter, does this now confirm that the project (amended for changes identified through negotiations with the lowest bidder) can be achieved within budget?

Regards,

M.R. (Mike) Houle, MBA, MA
Vice President, Client and Market Engagement
partnerships
British Columbia
Cell: 250-818-7950
michael.houle@partnershipsbc.ca

Sign up for Partnerships BC news at www.partnershipsbc.ca

This communication, including any attachments to it, is confidential and intended only for the use of the person or persons to whom it is addressed. If you are not the intended recipient and have received this message in error, please notify me immediately and do not copy or disclose the contents of this message or any attachments to any other person.



From: Karen Hearn [Karen.Hearn@kpu.ca]
Sent: Monday, December 22, 2014 1:06 PM
To: Nickerson, Catherine M AVED:EX; Michael Houle; Aitken, Cathy M AVED:EX
Subject: FW: KPU Wilson School of Design - Revised Budget Review Report

The final report from Altus.

Karen

From: Phil Pavitt [mailto:phil.pavitt@altusgroup.com]
Sent: Monday, December 22, 2014 8:06 AM
To: Karen Hearn; Craig Regan
Cc: Paul O'Shaughnessy
Subject: KPU Wilson School of Design - Revised Budget Review Report

Dear Karen and Craig,

Further to your conference call with Paul last week, please find attached our revised Budget Review Report. If you have any further queries, please don't hesitate to contact us.

Happy holidays and all the best for 2015!

Regards,

Phil

Phil Pavitt, MRICS, PQS
Director, Cost Consulting & Project Management, Altus Group Limited
D: 778.329.9296 T: 604.683.5591 ext 1696 M: 604.753.8910 F: 604.683.5594
1040 West Georgia Street, Suite 630, Vancouver, British Columbia, V6E 4H1 Canada



This message, and the documents attached hereto, are intended only for the addressee and may contain privileged or confidential information. Any unauthorized disclosure is strictly prohibited. If you have received this message in error, please notify us immediately so that we may correct our internal records. Please then delete the original message. Thank you.

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Friday, March 7, 2014 10:43 AM
To: Aitken, Cathy M AVED:EX
Cc: Kostov, Krassimir; Terri Chanyungco
Subject: KPU - SOD - keeping original scope - implications
Attachments: JBA-KPU School of Design-Class B SUM Est4 No Multipurpose Rm Mar14[1].pdf

Cathy,

Thank you for your patience while we gather up all of the necessary information. Please feel free to contact me if you need anything additional.

- the \$2.8M cost for the 5th floor, is this the amount that would be saved if the additional space is not constructed, if not, what is the actual savings that would be realized; The 2.8 M is the estimated cost to construct the fifth floor which includes mechanical space, ventilation skylight, stair access and related services for the SOD Building. Removing the meeting room alone would not provide full cost savings of 2.8M because these building infrastructure requirements are still required to be installed. Cost savings available by removing the meeting room and associated services would be approximately \$1,393,500. Please see attached summary provided by James Bush, Quantity Surveyor for the project. This estimate includes an additional \$585,300 in soft costs, most of which have already been incurred.

I would also like to add that the original program included a 70 sq.m. boardroom with catering counter that was located on the 5th floor was intended for industry showcasing and outreach. The room was expanded to 300m² to make a more useful event space. To be compliant with the original program the 5th floor multipurpose space would be reduced by 225m². This reduction in area would only account for a \$750,000 project savings.

- what are the budget, schedule implications of not constructing the additional space, i.e., re-design costs, etc. This reduction in scope would trigger additional design fees by the Architect and other Consultants for new roof layout, circulation to mechanical and service areas, rain water management and elevation finishes for newly exposed walls around service rooms and ventilation skylight. This would result in design costs between \$139,000 and \$420,000. In addition, the removal of this signature room from the fifth floor would compromise the architectural integrity of the building massing resulting in further consultants costs in the range of \$175,000 to \$216,000, for a total redesign costs of \$314,000 to \$636,000. The reduction and the associated redesign time has the potential to delay tender and construction which could put the project up to 10 weeks (4 weeks for design revisions and 6 weeks for contract document revisions) behind schedule resulting in the building not be ready for the start of the Fall 2015 semester and meeting academic commitments. Delay of vacating the existing building space would also have an affect on KPU's ability to repurpose this space for revenue generating activities needed to provide the operating funds for the new School of Design Building. Delays in schedule caused by the owner also has potential for incremental fee increases for additional Consultants time.
- you mentioned that the additional space will support liaison with industry – can you please expand on this, why is this important, how will the space support liaising with industry; The additional space will link the activities of the School to the labour market by providing a space for the collision of ideas through the showcasing student work to industry, hosting of guest speakers, meetings, seminars, conferences and mini-trade shows.

- what are the implications to international students if the addition is not approved, The fifth floor will allow faculty, staff and students the opportunity to engage with local industry and the broader community, which will be very attractive to international students. If the addition is not approved, lower international enrollments could result.

Craig Regan, FMA, LEED AP
Associate Director, Facilities Planning & Construction
Kwantlen Polytechnic University
t 604.599.2055 f 604 599 2440 e craig.regan@kpu.ca
www.kpu.ca

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly

<JBA-KPU School of Design-Class B SUM Est4 No Multipurpose Rm Mar14.pdf>

THE CHIP & SHANNON WILSON SCHOOL OF DESIGN

Kwantlen Polytechnic University, Richmond
design by: KPMB-Public associated architects

March-04-14

EXECUTIVE COST SUMMARY				Class B Est. male	Class B Estimate (Page 2)	Female (Page 2)
SITE PREPARATION - CONTRACT #1 (Awarded, Under Construction)				\$1,200,000	\$1,050,000	
NEW BUILDING CONSTRUCTION				\$21,371,800	\$21,088,900	\$21,523,700
Foundations and Earthwork (Raft Slab)	1,900 m2	438.79	833,700		(NIC Site Prep Contr)	
Structure - Suspended Floors and Roof Construction	4,338 m2	969.80	4,206,500			
Roofing & Green Roofs	1,997 m2	268.95	537,100			
Exterior Envelope - Curtainwall/Doors/Soffits	3,098 m2	1,173.54	3,635,100			
Interior Partitions	4,316 m2	115.32	497,700			
Glazed Walls, Sliding/Operable Walls	739 m2	895.52	661,700			
Interior Doors, Frames & Hardware	75 No.	2,480.00	186,000			
Stairs	11 Ft	15,818.18	174,000			
Elevators	2 No.	175,000.00	350,000			
Floor Finishes	5,234 m2	32.14	168,200			
Ceilings	5,876 m2	43.83	257,500			
Wall Finishes	6,270 m2	54.56	342,100			
Fittings & Millwork	6,238 m2	48.10	300,000			
Specialties	6,238 m2	45.93	286,500			
Equipment	6,238 m2	6.17	38,500			
Special Construction - Motorized Exterior Blinds	6,238 m2	65.39	407,900			
Electrical	6,238 m2	330.44	2,061,100			
Plumbing & Drainage	6,238 m2	104.14	649,600			
Sprinklers	6,238 m2	54.40	339,300			
HVAC & Controls	6,238 m2	358.11	2,233,700			
Existing Building Tie In			150,000			
GC Overheads & Fee			2,015,200			
Design Contingency	5.0%		1,040,400			
SITE DEVELOPMENT				\$1,163,500	\$708,500	\$1,220,000
Site Clearing & Rough Grading	3,690 m2	12.00	73,900		(NIC Site Prep Contr)	
Parking & Roads			0			
Paving, Sidewalks & Hard Landscaping	2,917 m2	120.09	350,300			
Soft Landscaping & Planting	773 m2	Item	89,900			
Site Furniture, Bike Racks, Benches & Signage	3,690 m2	125.00	130,100			
Sanitary			15,100			
Storm Drainage			0			
Water Main			15,600			
Gas Main			NIC			
Incoming Electrical / TEL Duct Bank			See Bldg			
Hydro Connection FEE			See Bldg			
Telephone, Cable Connection - from existing bldg			See Bldg			
Site Lighting			66,000			
GC Overheads & Fee			81,500			
Design Contingency	5.0%		41,100			
KPU PROJECT SITE INTERFACE			300,000			
OFFSITE WORKS (Allowance)				\$200,000	\$100,000	\$100,000
Offsite Costs - WATER MAIN						
Offsite Costs - Close off driveway entrance						
Offsite Costs - CROSSWALK UPGRADE						
CONSTRUCTION COST ESCALATION				\$163,500	\$1,147,000	\$1,147,000
Allowance for Construction Cost Escalation from SEPT 2013 to Construction Contract - SPRING 2014						
TOTAL CONSTRUCTION COST				\$24,503,300	\$24,094,400	\$23,986,200
PROJECT SOFT COSTS				\$11,468,000	\$11,255,000	\$12,035,500
Development Costs, Permits (City of Richmond)			\$800,000		\$800,000	\$800,000
Insurances, Testing	0.9%		\$221,000		\$217,000	\$216,000
DESIGN & ENGINEERING FEES			\$2,878,000		\$2,878,000	\$2,878,000
SOFT COSTS & KPU PROJECT ADMIN, MOVING, LEED	3.0%		\$735,000		\$723,000	\$720,000
CONSTRUCTION CONTINGENCY	5.0%		\$1,225,000		\$1,205,000	\$1,209,000
PROJECT & SOFT COST CONTINGENCY	5.0%		\$1,457,000		\$1,436,000	\$1,430,000
POST OCCUPANCY CONTINGENCY			\$150,000			
FURNITURE, FIXTURES & EQUIPMENT ALLOWANCE			\$3,598,000		\$3,598,000	\$3,598,000
PAYABLE GST (Adjusted for Rebate)	1.65%		\$404,000		\$398,000	\$1,184,500
TOTAL PROJECT COSTS				\$35,971,300	\$35,349,400	\$36,021,700
SEPARATE PRICES						
1 DELETE CONSTRUCTION OF THE 5TH FLOOR MULTI-PURPOSE RM & SUPPORT SPACE (453m2)					(\$1,393,500)	
SOFT COSTS ON MULTI-PURPOSE					(\$585,300)	
TOTAL - HARD CONSTRUCTION & SOFT COSTS					(\$1,978,800)	
TOTAL PROJECT COST - WITHOUT MULI PURPOSE RM					\$33,997,500	

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, November 17, 2014 1:26 PM
To: Aitken, Cathy M AVED:EX; Friedlander, Donna AVED:EX
Cc: Kostov, Krassimir
Subject: KPU CSWSOD : Options Evaluation - auditors response

FYI

From: Gordon Lee [mailto:Gordon.Lee@kpu.ca]
Sent: Saturday, November 15, 2014 1:12 PM
To: Brewster, Kevin AVED:EX
Cc: Karen Hearn; Nickerson, Catherine M AVED:EX
Subject: RE: Options Evaluation

Kevin,

Here's the response I received from KPMG, our external auditors. I'm in Honolulu this morning headed to Tahiti this afternoon. See you in a couple of weeks. Good luck with the Project Board meeting.

Best wishes,

Gordon

PS For your information, Mark also replied to a question I had asked him about receiving the value of a long term parking contract upfront and the financial statement implications of doing so. G

From: Paxian, Mark E [mpaxian@kpmg.ca]
Sent: Friday, November 14, 2014 10:01 AM
To: Gordon Lee
Cc: Holloway, Tim J.
Subject: RE: Capital Cost Question - Confidential

Gordon,

In response to the email below, you would need to assess whether the design costs provide a future benefit to the University under all three of the options or whether this asset should be written off. Unless you're able to argue that the design costs still have service potential under options 2 and 3, then you would need to write-off the full amount of the asset in 2015. For option 1, you can't assume that all of these design costs will contribute to the new building with the re-design, so you will need to assess what portion of the design costs incurred will contribute to the future benefit of the University and write-off the amount that doesn't.

In addition, we have concluded on the analysis of the upfront payment in the Impark agreement that you're considering. We have concluded that this would be treated as an operating lease, so you would record the upfront payment as deferred revenue and recognize it as revenue on a straight-line basis over the term of the agreement. This conclusion was made with the knowledge that you will be re-assessing the estimated useful life of the parking lots (which is currently at 10 years).

Let us know if you have any questions or concerns or if you'd like further information about how we came to these conclusions.

Mark Paxian, CPA, CA

Senior Manager, KPMG Enterprise

KPMG LLP

#200 - 9123 Mary Street
Chilliwack, BC V2P 4H7
T 604 793 4731
F 604 793 4747
mpaxian@kpmg.ca

From: Holloway, Tim J.
Sent: Monday, November 10, 2014 8:08 AM
To: Paxian, Mark E
Subject: FW: Capital Cost Question - Confidential

From: Gordon Lee [<mailto:Gordon.Lee@kpu.ca>]
Sent: Sunday, November 09, 2014 8:56 AM
To: Holloway, Tim J.
Cc: Kathy Lylyk
Subject: Capital Cost Question - Confidential

Tim,

KPU is currently evaluating revised procurement options for the Chip and Shannon Wilson School of Design. This building was conceived to be a \$36 million building funded by KPU (\$12 million), Chip & Shannon Wilson (\$8 million), lululemon (\$4 million), and the Ministry of Advanced Education (\$12 million).

To date KPU has incurred \$2,041,736 in design costs. A construction tender was issued during the summer of 2014, and the bids came in 80% over our \$23 million construction budget. We are now working with the Ministry of Advanced Education to redesign the building and bring the cost down to the budgeted amount.

Currently, we are preparing an evaluation of 3 options for consideration by our Board and by the Government of BC. These options are:

1. Redesign the building using the current design team, then procuring construction through a tender process.
2. Terminating our contract with the current design team, redesign the building using a new design team, then procuring construction through a tender process.
3. Terminating our contract with the current design team, then procuring the entire project through a design/build tender.

Under options 2 and 3, based on our contract with the current design team, we cannot use its intellectual property and its drawings in the redesign. Therefore, much of the \$2 million we have already spent would be a sunk cost. However, under Option 1, a considerable amount of the work that our current design team has undertaken could be applied to the redesign.

Based on PSAB accounting, would KPU have to write off much of the \$2 million in design costs under Options 2 and 3, or would these costs be capitalized? We need to get this information, at least in draft form by the end of this week.

For your information, from a total cost point of view, KPU prefers Option 1. However, in order to provide a thorough options analysis, we need to seriously consider all aspects of Options 2 and 3.

Thanks,

Gordon

PS I look forward to seeing you on Tuesday evening. G

Gordon Lee

Vice President Finance & Administration and Deputy Vice Chancellor

Kwantlen Polytechnic University

t 604.599.2099 f 604.599.3456 e gordon.lee@kpu.ca

www.kpu.ca

This email and any attachments are UNCLASSIFIED//FOR OFFICIAL USE ONLY (U//FOUO). It contains information that may be exempt from public release under the Access to Information Act and/or the Privacy Act. It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with the applicable security policy. It is not to be released to the public or other personnel who do not have a valid "need-to-know" without prior approval of the appropriate authority.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

This email was sent to you by **KPMG** (<http://info.kpmg.ca>). To sign up to receive event invitations and other communications from us (we have some informative publications that may be of interest to you), or to stop receiving electronic messages sent by KPMG, visit the **KPMG Online Subscription Centre** (<http://subscribe.kpmg.ca>).

At KPMG we are passionate about earning your trust and building a long-term relationship through service excellence. This extends to our communications with you.

Our lawyers have recommended that we provide certain disclaimer language with our messages. Rather than including them here, we're drawing your attention to the following links where the full legal wording appears.

- **[Disclaimer concerning confidential and privileged information/unintended recipient](http://disclaimer.kpmg.ca)**(<http://disclaimer.kpmg.ca>).
- **[Disclaimer concerning tax advice](http://taxdisclaimer.kpmg.ca)** (<http://taxdisclaimer.kpmg.ca>).

If you are unable to access the links above, please cut and paste the URL that follows the link into your browser.

Gordon Lee
Vice President, Finance & Administration
Kwantlen Polytechnic University
t 604.599.2099 f 604.599.2235 e gordon.lee@kwantlen.ca
www.kwantlen.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

From: Brewster, Kevin AVED:EX [Kevin.Brewster@gov.bc.ca]
Sent: Thursday, November 13, 2014 12:08 PM
To: Gordon Lee
Cc: Karen Hearn; Nickerson, Catherine M AVED:EX
Subject: RE: Options Evaluation

Thank you – a wise move.

A number of years ago, I participated in a series of discussions with OCG regarding capitalization of costs related to construction projects....particularly in regard to public-private partnerships...but the principles should apply to other procurement methods.

The outcome was that costs leading up to a business plan approval were not considered eligible for capitalization.....but costs after business plan approval were "capitalizable"....obviously assuming the outcome being a completed project.

While I am not an accountant, I would argue that KPU has an approved business plan and costs after that business plan approval should be capitalized provided the outcome is a completed building....and you will have a completed building.

Changing consultants (and revising drawings) after business plan approval happens all the time in the construction industry - for one reason or another – all in the lead up to the construction of a building.

Even if you do change consultants...not all the work is thrown out and everyone starts at square one.

Happy to discuss

By the way....my cell phone is 250-516-3725 if either of you needs to contact me quickly

Regards

KB

From: Gordon Lee [mailto:Gordon.Lee@kpu.ca]
Sent: Thursday, November 13, 2014 11:48 AM
To: Brewster, Kevin AVED:EX
Cc: Karen Hearn
Subject: Options Evaluation

Kevin,

As part of the evaluation of the options, I have asked KPMG, our external auditors to provide me with its opinion on the possible financial statement implications of each option. Under Mike's Option 1(b) and 2, KPU would not be able to use some portion of design work and drawings completed by our current architect. I have asked KPMG whether KPU would still be able to capitalize the \$2,041,736 spent to date on design costs, or whether it would have to write off some or all of these costs in the current fiscal year. Such a write-off might very well put the University into a deficit position at year-end. Our Board of Governors does not allowed us to incur a deficit.

KPMG will provide me with its opinion tomorrow by email and we shall incorporate this information into the options evaluation. If the Ministry needs a formal opinion letter from KPMG, this could take at least another week.

If you have any questions, please contact me today or tomorrow morning. I leave on vacation tomorrow afternoon.

Thanks.

Gordon



Gordon Lee

Vice President Finance & Administration and Deputy Vice Chancellor

Kwantlen Polytechnic University

t 604.599.2099 f 604.599.3456 e gordon.lee@kpu.ca

www.kpu.ca

Kwantlen Polytechnic University is an equal opportunity institution. If you have any questions or comments, please contact the Office of the Vice President for Equity and Inclusion at 604.599.2099 or equity@kpu.ca.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Angela Tao <Angela.Tao@kpu.ca>
Sent: Thursday, April 2, 2015 11:45 AM
To: Aitken, Cathy M AVED:EX; Craig Regan
Cc: Kostov, Krassimir; Karen Hearn
Subject: RE: CSWSOD - KPU Expenditures to date

Hi Cathy,

I've discussed these with both Kathy Lylyk and Craig Regan.

The numbers are still pending a full reconciliation, but based on the information I have on-hand, here are the amounts:

Project amounts being capitalized to-date (i.e. net of the write-off covered by the grant) is **\$3,561,203**.

Donations received to-date:

- \$4M of lululemon with KPU
- \$1M of Chip Wilson with KPU
- \$2M of Chip Wilson with KPUF
- **Total \$7M received out of the \$12M**

Please let me know if you have any questions or need further information.

Angela



Angela Tao, CPA, CA
Director, Financial Planning, Reporting and Assurance
Kwantlen Polytechnic University – Langley Campus
t 604.599.2239 f 604.599.2338 e Angela.Tao@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, March 31, 2015 12:07 PM
To: Craig Regan
Cc: Kostov, Krassimir AVED:EX; Karen Hearn; Angela Tao
Subject: RE: CSWSOD - KPU Expenditures to date

Thanks, Craig, appreciate your quick action.

From: Craig Regan [<mailto:Craig.Regan@kpu.ca>]
Sent: Tuesday, March 31, 2015 11:56 AM
To: Aitken, Cathy M AVED:EX
Cc: Kostov, Krassimir AVED:EX; Karen Hearn; Angela Tao
Subject: RE: CSWSOD - KPU Expenditures to date

Hi Cathy,

I have cc'd Angela Tao, Director Financial Planning, Assurance and Reporting, on this reply as she is going to put the numbers together and forward them to you.

Regards,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, March 31, 2015 11:30 AM
To: Karen Hearn
Cc: Craig Regan; Kostov, Krassimir AVED:EX
Subject: CSWSOD - KPU Expenditures to date

Hi Karen, how much money has KPU spent to date on the project (exclusive of what the Ministry has funded); and how much has the donor provided to date.

Thanks, Karen.

Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1

Phone: (250)356-9097
Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

Mino, Lise MTIC:EX

From: Kostov, Krassimir
Sent: Friday, April 4, 2014 12:57 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Fowler, Colin N AVED:EX; McMahan, Alana AVED:EX
Subject: KPU: SoD - Questions from TB on the TB Sub - suggested AVED responses

Hi Catherine,

See my suggested responses below :

- 1) Estimate of gross space per student/FTE at the Richmond campus with the original 4 floor plan and with 5th floor addition. Recent background information received from KPU states: "In a survey conducted by the Association of Physical Plant Administrators, the University was identified as having significantly less gross space per student (8.74 m²/FTE) than comparable post-secondary institutions that participated in the survey (14.9m²/FTE to 21.4m²/FTE)."
- 2) Construction job creation for the new building
Based on the full project budget 36M and (Reduced Scope Budget: 33.7M):
Direct jobs (for construction duration): in BC : 644 (603), in Canada: 215 (201)
Indirect jobs (Ongoing): in BC: 206 (193), in Canada: 69 (64)
- 3) Total capacity across all KPU campuses is at 103%. Can you provide average figures across the other PSI's or standards? Average PSI utilization for 12/13 is at 103%
(Source, BC Post-secondary Education system on a Page, Sep 2013)
- 4) Estimate of additional design costs Additional design costs would be between \$314-636 K
- 5) Which other programs (non-design etc) will be able to use the studio and lab space (pg 2) "This model will allow for studio and lab space to be available for instructional use by all programs.....The multi-purpose space will also be open for use by the broader Campus community. An additional benefit of this space is the potential to increase revenue-generating opportunities which will help to support the operating and maintenance of the School of Design.."

Additional Questions:

- 6) A short definition of what class C and class D are would also be helpful.
Class D Estimate (-20% to +30%): is generally an estimate based on the initial functional program and broad concept approach. The accuracy of this estimate is generally +/- 20 to 30% accurate depending on the complexity of the project.
Class C Estimate (-15 to + 25%): is a schematic design (construction documents) development estimate, where the program is set; the consultants have provided plans, elevations, sections, and an approximate palette of materials, as well as a concept design to allow form and spaces, and the design is generally completed up to 33%.From the documentation and information provided, where possible quantities of all major elements are assessed and measured and priced at rates considered competitive for the particular project under stipulated lump sum form of contract. The estimate is a determination of the fair market value for the construction of the project.
(Source: Canadian Construction Association: <http://www.cca-acc.com/>)

- 7)From previous material, I see that the space utilization at the Richmond campus is 117% (well in 2012 I guess), how is the extra 17% managed? The 17% over the 100% does not necessarily mean the institution is over-capacity. Percentage

numbers are calculated on a five-day workweek - 8.00am to 3.00 pm hours basis. Extended day hours and weekend days usage can accommodate the extra demand. Average utilization for all PSIs is at 103 %.

From: Nickerson, Catherine M AVED:EX
Sent: Friday, April 4, 2014 11:39 AM
To: Kostov, Krassimir AVED:EX
Cc: Aitken, Cathy M AVED:EX; Fowler, Colin N AVED:EX; McMahan, Alana AVED:EX
Subject: Fwd: scanned TB sub

Hi Krassimir

These are the additional TBS questions. Please let me know which ones you have answers for. I will call Karen this afternoon re: the ones that are outstanding.

Thank you
Catherine

Sent from my iPhone

Begin forwarded message:

From: "Dale, Raman FIN:EX" <Raman.Dale@gov.bc.ca>
Date: April 4, 2014 at 10:42:37 AM PDT
To: "Fowler, Colin N AVED:EX" <Colin.Fowler@gov.bc.ca>, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca>
Cc: "Aitken, Cathy M AVED:EX" <Cathy.Aitken@gov.bc.ca>
Subject: RE: scanned TB sub

Hey guys,

Thanks for the productive meeting!

We will have some more questions around the VCC/BCIT in the coming days, but I just wanted to tidy up some points for the KPU sub:

- 6) Estimate of gross space per student/FTE at the Richmond campus with the original 4 floor plan and with 5th floor addition.
- 7) Construction job creation for the new building
- 8) Total capacity across all KPU campuses is at 103%. Can you provide average figures across the other PSI's or standards?
- 9) Estimate of additional design costs
- 10) Which other programs (non-design etc) will be able to use the studio and lab space (pg 2)

I will do my best to get you guys a draft of the TBS BN by end of day today or on Monday.

Thanks!

Raman Dale
Treasury Board Staff
desk: (250) 387-9067
mobile: (250) 217-1024

From: Fowler, Colin N AVED:EX
Sent: Friday, April 4, 2014 6:48 AM
To: Dale, Raman FIN:EX
Cc: Aitken, Cathy M AVED:EX; Nickerson, Catherine M AVED:EX
Subject: Re: scanned TB sub

Thanks all. Raman, this morning at our meeting let's just try to cover Kwantlen and Annacis in detail. Other agenda items are quick hitters. Maybe we'll just cover those first.

Colin

Sent from my iPad

On 2014-04-03, at 1:06 PM, "Dale, Raman FIN:EX" <Raman.Dale@gov.bc.ca> wrote:

Thx Cathy

From: Aitken, Cathy M AVED:EX
Sent: Thursday, April 03, 2014 12:07 PM
To: Dale, Raman FIN:EX
Cc: Fowler, Colin N AVED:EX; Nickerson, Catherine M AVED:EX
Subject: RE: scanned TB sub

The \$2.3M is the savings. The difference between the \$2.8M and the \$2.3M (\$500,000) are the costs that are related to the mechanical space, ventilation, skylight, stair access and other related services that are part of the original scope and will still be required if the scope increase is not approved.

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Dale, Raman FIN:EX
Sent: Thursday, April 3, 2014 12:01 PM
To: Aitken, Cathy M AVED:EX
Cc: Fowler, Colin N AVED:EX; Nickerson, Catherine M AVED:EX
Subject: RE: scanned TB sub

Thanks Aitken.

Your answer to Q1 is unclear. The sub references 2.3M. Is this now the savings amount and cost of the the 5th floor?

Do you have figures for Q6)?

We can take forward with having responses for the other questions, but please keep in mind that they may be asked and its ultimately the Ministers decision as to whether the info provided is sufficient.

Thanks,

Raman Dale

Treasury Board Staff

desk: (250) 387-9067

mobile: (250) 217-1024

From: Aitken, Cathy M AVED:EX

Sent: Thursday, April 3, 2014 11:54 AM

To: Dale, Raman FIN:EX

Cc: Fowler, Colin N AVED:EX; Nickerson, Catherine M AVED:EX

Subject: RE: scanned TB sub

Hi Dale, I can respond to Q1, Q5 and Q6. The remaining Q's 2/3/4 - the level of detail that you are requesting is not immediately available. We do not want to delay the decision on this TB sub. I trust that the responses I've provided below will enable you to proceed with this request.

Q1) The 2.8 M is the estimated cost to construct the fifth floor. This cost includes elements that are required with or without a 5th floor, i.e., mechanical space, ventilation skylight, stair access and related services for the SOD Building.

Q5) the initial cost estimates for the School of Design was based on a design using the space standards. Throughout the design process, they were able to achieve greater efficiencies and so implemented these.

Q6) the Richmond Campus currently exceeds the capacity based on the space standards. This impedes KPU's ability to take in more domestic or international students.

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

Phone: (250)356-9097

Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

From: Dale, Raman FIN:EX

Sent: Thursday, April 3, 2014 10:34 AM

To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX

Subject: FW: scanned TB sub

Sorry, should have included you guys on this.

Raman Dale
Treasury Board Staff
desk: (250) 387-9067
mobile: (250) 217-1024

From: Dale, Raman FIN:EX
Sent: Thursday, April 3, 2014 10:30 AM
To: Fowler, Colin N AVED:EX
Subject: RE: scanned TB sub

Morning Colin,

Some more questions around the draft sub that I will need to get answered:

- 1) Previous estimates provided for the 5th floor were \$2.808M and it now appears to be \$2.3M. What is the reason for the variance?
- 2) What are the cost estimates of the approximate 10 week in delay that would result if the scope change is not approved?
- 3) What would be the estimate of the additional design costs?
- 4) Specifically, is the additional revenue generating opportunity provided by the 5th floor through hosting events (ie tradeshow, seminars, conferences)? Any estimates around this?
- 5) It is not clear to me why all of the advantages of the new model (second and third paragraph under background) would not be realized under the current scope i.e. lab /studio space availability for all programs, and opportunities for collaboration etc
- 6) What are the specific capacity constraints to the overall campus if 5th floor not added?

Thanks,

Raman Dale
Treasury Board Staff
desk: (250) 387-9067
mobile: (250) 217-1024

From: Fowler, Colin N AVED:EX
Sent: Wednesday, April 2, 2014 4:24 PM
To: Dale, Raman FIN:EX
Subject: scanned TB sub

Colin Fowler CPA, CMA
Acting Executive Director and Chief Financial Officer
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education
Ph: 250-387-8820
E-mail: Colin.Fowler@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 31, 2014 10:47 AM
To: McMahan, Alana AVED:EX
Cc: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: RE: KPU Project Board mtg # 3

Alana, yes you are correct I am not available on Nov. 7th nor the 12th. Both Gordon and I could rearrange our schedules for Nov. 13th though I strongly recommend we find an earlier meeting time.

Kevin, I am increasingly concerned about the length of time it will take for approvals before we can do anything that advances the project. Last meeting I should have been more articulate about the risk of not approving the motion to hire the design team for one month. At that time committee members identified, "What difference will one week make?". This one week is now potentially turning into 3 weeks.

I appreciate the need for measured process throughout for the Project Board though seek assistance so that we determine strategies that will get momentum towards constructing the project. With our shared aversion to risk we are beginning to place the project at even greater risk by not further shortening the amount of time for re-design and construction.

The latest revisions to the project schedule identify that if we began Nov. 3rd with re-design **substantial completion** in 2016 would be:

Oct. 20th Bird's latest proposal using phased construction

Aug. 24th CM at Risk using phased construction

Oct. 19 KPU's recommended option, D,B,B with pre-construction services

An alternative to proceed with Nov. 7th is for Craig Regan to attend in place of me. Craig would be available to do so.

Karen

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Thursday, October 30, 2014 5:30 PM
To: Karen Hearn
Subject: KPU Project Board mtg # 3

Hi Karen,

When looking at dates for the next board meeting, the only option next week appears to be 3-4:30pm on Friday, Nov. 7; however, I understand^{s.22}

If that date won't work, that leaves the following options:

Wed., Nov. 12: 9-11am

Thurs., Nov. 13: 2-4pm

Please advise what will work for you and I'll send out an email to the rest of the folks to check availability.

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch
And Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151
(F) 250-356-7922

Mino, Lise MTIC:EX

From: Kathy Lylyk <Kathy.Lylyk@kpu.ca>
Sent: Friday, January 16, 2015 10:53 PM
To: Friedlander, Donna AVED:EX
Cc: Nickerson, Catherine M AVED:EX; McMahan, Alana AVED:EX
Subject: Re: KPU Design Costs - update on 14/15 write off of costs

Donna

I will touch base Monday, Finance is working with Facilities staff to determine how much will be spent by Match 31.

Do you know if there is any news about the project status from your end? A key factor is how long before a decision is made on the project's timeline?

Regards
Kathy

Sent from my iPhone

On Jan 16, 2015, at 11:44 AM, Friedlander, Donna AVED:EX <Donna.Friedlander@gov.bc.ca> wrote:

Hi Kathy,
Just following up on my note below. I would like to get something set up for further discussion on this asap. Can you please let Alana know when you have some time?
Thanks very much!
Donna

From: Friedlander, Donna AVED:EX
Sent: Friday, January 9, 2015 1:09 PM
To: Kathy Lylyk (Kathy.Lylyk@kpu.ca) (Kathy.Lylyk@kpu.ca); Nickerson, Catherine M AVED:EX
Cc: McMahan, Alana AVED:EX
Subject: KPU Design Costs - update on 14/15 write off of costs

Hi Kathy,
Happy New Year! It's been awhile since we touched base on the KPU School of Design planning costs that may be expensed in 2014/15, but as we are drawing closer to fiscal year-end, I think it's time for an update. Kevin mentioned that the latest advice from your auditors is that the full costs may need to be expensed; if this is the case, I think further discussion on the reasonableness of this would be beneficial. I would suggest that we arrange a conference call between KPU, your auditors and AVED. Please let me know if you think this would be helpful and provide a list of participants, and then Alana can get something set up for a time in the next couple of weeks.
Thanks very much!

Donna
Donna Friedlander, CPA, CMA
Director, Post-Secondary Finance
Ministry of Advanced Education
1st Floor, 835 Humboldt St, Victoria BC V8V 4W8
Donna.Friedlander@gov.bc.ca
P: 250-387-6142 | F: 250-952-6103

Mino, Lise MTIC:EX

From: Angela Tao <Angela.Tao@kpu.ca>
Sent: Thursday, May 21, 2015 4:22 PM
To: Kostov, Krassimir; Craig Regan
Cc: Karen Hearn; Gidget Maguire; Kathy Lylyk
Subject: RE: KPU CSWSOD Project Summary Report - need some additional info Please
Attachments: KPU CSWSOD Project Summary Report May 21 2015.xlsx

Hi Krassmir,

I have broken down the information between donor and KPU funded as requested. Please let me know if you have any questions.

Angela



Angela Tao, CPA, CA
Director, Financial Planning, Reporting and Assurance
Kwantlen Polytechnic University – Langley Campus
t 604.599.2239 f 604.599.2338 e Angela.Tao@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Kostov, Krassimir AVED:EX [<mailto:Krassimir.Kostov@gov.bc.ca>]
Sent: Thursday, May 21, 2015 8:51 AM
To: Craig Regan; Angela Tao
Subject: KPU CSWSOD Project Summary Report - need some additional info Please
Importance: High

Good morning Craig and Angela,

I am in the process of issuing a COA for the CSWSOD – I have used the latest available information to update the Project Summary Report.

I need your assistance to identify the split between the KU and donor cashflows (past and projections)
Could you please take a look at rows 38 and 39 and help me identify how much of the spent and projected is KPU and how much is Donor \$\$ please .

I think it should not be difficult to identify those. I need this asap please , as this is currently holding the COA issue.

Thank you,
Krassimir

Capital PROJECT SUMMARY			
Project Title:	Chip and Shannon Wilson School of Design		
Institution and Campus:	Kwantlen Polytechnic University - Richmond	Current Date:	May 12, 2015
Ministry Project Number:	804759	Anticipated Construction Start Date:	April 2016
Anticipated Design Start Date:	June 2015 (re-design)	Anticipated Project Completion Date:	December 2017

	AVED Approved Budget	Current Estimate COA #1	Current Estimate COA #2	Current Estimate COA #3	Current Estimate COA #4	Current Estimate COA #5
Planning and Design						
Pre-Planning						
Planning & Design Fees (re-design)	\$ 2 878 000	\$ 2 878 000	\$ 4 001 178			
Project Management Fees	\$ 720 000	\$ 735 000	\$ 544 395			
Other (specify)						
Construction/Renovation						
New Construction	\$ 23 986 200	\$ 24 503 300	\$ 21 452 000			
Renovations						
Supplementary Building Costs	\$ 1 016 000	\$ 1 021 000	\$ 924 678			
Site Development			\$ 1 441 923			
Supplementary Site Costs						
Construction Contingency	\$ 2 639 000	\$ 2 860 700	\$ 3 135 822			
Other - insurance, testing			\$ 220 000			
Completion Costs						
Loose Furniture and Equipment	\$ 3 598 000	\$ 3 588 000	\$ 3 598 000			
OCC's, Permits			\$ 800 000			
Legal						
Commissioning						
Other (specify) - HST/GST/PST	\$ 1 184 500	\$ 404 000	\$ 156 000			
Total (including applicable taxes)	\$ 36 021 700	\$ 36 000 000	\$ 35 961 996	\$ -	\$ -	\$ -

Funding Sources Summary	AVED Approved Budget	Current Budget
Provincial	\$ 12 000 000	\$ 12 000 000
Institutional Borrowing	\$ 12 000 000	\$ 12 000 000
Other - specify source	\$ 12 000 000	\$ 12 000 000
TOTAL	\$ 36 000 000	\$ 36 000 000

Cashflow - Actuals and Forecast	Previous Fiscal Yr	Fiscal Yr 2013/14	Fiscal Yr 2014/15	Fiscal Yr 2015/16	Fiscal Yr 2016/17	Fiscal Yr 2017/18	Future Fiscal Yrs	Total
Provincial		\$ 2 000 000		\$ 1 000 000	\$ 9 000 000			\$ 12 000 000
Kwantlen Polytechnic University	\$ 41 326				\$ 6 755 576	\$ 5 203 098		\$ 12 000 000
Donors		\$ 1 007 204	\$ 498 372		\$ 5 494 424	\$ 5 000 000		\$ 12 000 000
TOTAL	\$ 41 326	\$ 3 007 204	\$ 498 372	\$ 1 000 000	\$ 21 250 000	\$ 10 203 098	\$ -	\$ 36 000 000

COMMENTS
There is no in
"Donor" cash

Space Summary	New Construction	Renovations
Location (Building Name)	CSWSOD	
Approved Net Assignable M ²	3 500	
Approved Gross M ²	6 026	
Current Net Assignable M ²	0	
Current Gross M ²	0	
Approved Total FTE Capacity of Building	505	
Approved Net New FTE Capacity of Blding	505	

COA INFORMATION (MINISTRY USE ONLY)			
COA Number	Amount	Date Issued	Expiry Date
462-804759-1	\$ 2 000 000	March 12, 2014	March 31, 2014
462-804759-2	\$ 3 000 000	May 20, 2015	March 31, 2016

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Thursday, October 23, 2014 3:32 PM
To: 'Karen Hearn'; Craig Regan
Cc: Kostov, Krassimir
Subject: RE: Notification to bidders

Karen/Craig: can you provide a copy of similar communication to Ledcor?

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Thursday, September 25, 2014 8:16 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir AVED:EX
Subject: Notification to bidders

Here is the correspondence that was provided to EllisDon.

Karen

From: Harris, Richard [<mailto:richard.harris@mhpm.com>]
Sent: Thursday, August 21, 2014 4:53 PM
To: 'Jason'
Cc: rusty@woodsgift.com; Craig Regan
Subject: RE: KPU- Submission Bid Bond

Hi Jason,

Thanks for your patience and the follow-up note below.

By way of an update I can report that all of the bids received were well over the pre-tender budget and Kwantlen is in negotiation with the lowest, compliant bidder.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.

555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7

Office 604.714.0988 ext. 222 | Fax 604.714.0989

richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Jason [<mailto:jfesting@ellisdon.com>]

Sent: Wednesday, August 20, 2014 11:25 AM

To: Harris, Richard

Subject: KPU- Submission Bid Bond

Richard,

Just a reminder that our Bid Bond expires Sunday (August 24, 2014) for the Chip and Shannon Wilson School of Design.

Jason Festing

Estimator, Vancouver Area



Working together to create better solutions

#150 – 13775 Commerce Parkway

Richmond, British Columbia, V6V 2V4

Tel: [604.247.1072](tel:604.247.1072)

Fax: [604.247.1073](tel:604.247.1073)

jfesting@ellisdon.com | www.ellisdon.com

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, April 17, 2015 2:13 PM
To: Brewster, Kevin AVED:EX
Subject: RE: Response today would be appreciated

Thanks. Have a great weekend.

Karen

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, April 17, 2015 2:01 PM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Marlyn Graziano; Craig Regan
Subject: RE: Response today would be appreciated

This is fine – thanks for the heads up

I believe our Minister may contact the donor personally

KB

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, April 17, 2015 12:00 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Marlyn Graziano; Craig Regan
Subject: Response today would be appreciated

Kevin, we are ready to issue the RFP for CM Services. As we do so we want to ensure that there is an indication to those who need to know that the project is moving on. Below is a draft message that we will be distributing to:

DM President Davis
KPU Board of Governors President Davis
Mayor, City of Richmond President Davis
Janet Keall, Wilson 5 Foundation Marlyn Graziano
KPU Foundation Board Chair Marlyn Graziano
Internal KPU constituents Harry Gray
Project constituents as required Karen Hearn

Please note some will receive it verbally and others via email. There will be no press release nor an announcement to the general KPU community. Our Communications person has been in contact with Rodney.

[draft]

I am writing to advise that we are embarking on the next step towards the construction of the Chip and Shannon Wilson School of Design.

Accordingly, today we have issued a Request For Proposals for Pre-Construction Management services. Over the next few months we will update you further on revised project milestones.

Please confirm that you are fine with this proceeding. As well, we are still waiting for the revised COA letter for the project.

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP

Executive Director, Facilities Services

Kwantlen Polytechnic University

t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca

www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Tuesday, August 19, 2014 12:43 PM
To: Kostov, Krassimir
Subject: FW: [Communicator] UPDATE: CHIP AND SHANNON WILSON SCHOOL OF DESIGN BID PROCESS

fyi

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

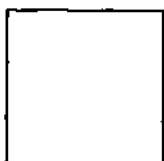
From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, August 18, 2014 9:51 PM
To: Aitken, Cathy M AVED:EX; Nickerson, Catherine M AVED:EX
Subject: FW: [Communicator] UPDATE: CHIP AND SHANNON WILSON SCHOOL OF DESIGN BID PROCESS

Please note the following message was distributed to the KPU community today. In advance contact was made with the ADM, the donors, the Board Finance Committee, the Minister's Office, the Mayor, City of Richmond, MLA's, the Foundation Board, and President's Council. Subsequent to this message the Architects and Quantity Surveyor have been informed. Tomorrow the bidders will be informed of the negotiation.

Please note that prior to the communication's Gordon Lee checked in with Joe Thompson to confirm that this is acceptable prior to the Project Board being in place. We currently are not making decisions regarding the project, rather gathering more information.

Karen

From: University Communicator [<mailto:sharepoint.noreply@kwantlen.ca>]
Sent: August-18-14 4:33 PM
To: sharepoint.noreply
Subject: [Communicator] UPDATE: CHIP AND SHANNON WILSON SCHOOL OF DESIGN BID PROCESS



Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Wednesday, September 24, 2014 11:55 AM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon.Lee@kpu.ca; Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; 'Gidget Maguire'
Subject: FW: KPU School of Design Project Board Meeting # 1 (3)

Please find attached the Power Point Presentation for today's 1pm meeting.



*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

Phone: (250)356-9097

Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

From: Nickerson, Catherine M AVED:EX
Sent: Monday, September 22, 2014 3:29 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon.Lee@kpu.ca; Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: KPU School of Design Project Board Meeting # 1

Good afternoon,

Attached, please find the following documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #1 to be held on September 24, 2014:

- Meeting Agenda
- Project Board Terms of Reference
- Project Overview
- Project Overview Appendix
- Project Status Report #1



Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

-----Original Appointment-----

From: Brewster, Kevin AVED:EX

Sent: Wednesday, September 10, 2014 4:30 PM

To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon.Lee@kpu.ca; Karen.Hearn@kpu.ca; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; kristan.Ash@wecare.ca; bwendel@alliedblower.com

Subject: KPU School of Design Project Board meeting # 1

When: Wednesday, September 24, 2014 1:00 PM-2:30 PM (GMT-08:00) Pacific Time (US & Canada).

Where: Dial-in: s.15,s.17

s.15,s.17

Dial-in:

s.15,s.17

Participant ID:

Moderator: Catherine Nickerson

s.15,s.17

Moderator ID:

s.15

Victoria participants to attend in

We will send an agenda and background information out prior to the meeting.

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Friday, October 17, 2014 4:42 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon.Lee@kpu.ca; Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please returned the completed documents no later than 5:00 p.m Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, December 22, 2014 7:48 AM
To: 'Karen Hearn'
Cc: McMahan, Alana AVED:EX; Wyllie, Sandra AVED:EX; Aitken, Cathy M AVED:EX
Subject: next KPU Project Board meeting

Hi Karen,

Further to our discussion regarding the timing of the next PB meeting, Kevin will send notification to the Board members in January as required. In the meantime, we will leave the meeting invitation/date as it currently stands.

In addition, he supported the recommendation that Harry be appointed in Gordon's vacated position.

Have a great holiday!

Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

**Schedule "A" Companies:
General Contractors and Sub-contractors**

Bidders:
Bird Construction Group
EllisDon Corporation
Ledcor Construction

List of Subcontractors:

Item/Bidder	Bird Construction Group	EllisDon Corporation	Ledcor Construction
Sub Trade List Description:			
Demolition	own estimate	SR Demolition	SR Demo
Excavation	own estimate	Con West	Conwest
Site Services	own estimate	Con West	Conwest
Formwork	Dorash/Roa	RCA	RM
Concrete Reinforcing	Heritage	Heritage Steel	GEM - Unit Rates are Adders only
Concrete Supply	Burnco	Burnco	Ocean
Concrete Finishing	Dana Mac/Liquid Stone	Castaldo	NS
Precast Concrete	APS	APS	APS
Structural Steel	WestCoast	RNF	GTS - Unit Rates are Adders only
Steel Decking	Rite-Way	Rite-Way Metals	GTS - Unit Rates are Adders only
Mec. Metals	WestCoast	Epr. Metals	GTS - Unit Rates are Adders only
Rough Carpentry	Own Estimate	Own Forces	Ledcor
LVL Panels	AHC/Derrick Nicole Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Glue Laminated Structural Units	AHC/Derrick Nicole Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Structural Composite Lumber	AHC/Derrick Nicole Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Architectural Woodwork	JSV	JSV	JSV
Water proofing	Trory	IR Trory	Ledcor
Traffic Coatings	Libra	Dynamac	Floorsec
Insulation	included	Own Forces	Greer
Prefabricated Metal Cladding	Flynn	Flynn	Flynn
Wood Soffit	JSV	JSV	JSV
Aluminum Panel Cladding System	Flynn	Flynn	Flynn
Roofing	Raven	Villa Roofing	Flynn
Intumescent Fireproofing	Greer	Greer	Wolfgang
Firestopping	own estimate	Lloyd and Gale	Ledcor
Hollow Metal Doors and Frames	Shanahans	McGregor Group	Shanahans
Wood Doors	Shanahans	McGregor Group	JSV
Aluminum Storefront System	Flynn	Flynn	Flynn
Curtain Wall	Flynn	Flynn	Flynn
Sky lights	Flynn	Flynn	Flynn
Door Hardware	Shanahans	McGregor Group	Shanahans
Glazing	Flynn	Flynn	3e Glass - Unit Rates are Adders only
Steel Stud	Centura	Centura	Centura
Drywall	Centura	Centura	Centura
Tiling	Bridgewater	Alpha Stone	System One
Ceilings	Centura	Centura	Centura / JSV
Wood Flooring	JSV	JSV	JSV
Painting	Fine Touch	Zeko	Wolfgang

List of Subcontractors: (continued):

Item/Bidder	Blrd Construction Group	EllisDon Corporation	Leidcor Construction
Specialties	Shanahans VSI	Shanahan's/Richek Jew/McGregor	Fireplaces Unlimited Shanahans McGregor & Thompson
Shading Systems	Westport	Westport	Westport Manufacturing [Alternate per Tender Clarifications]
Elevators	Kone	Kone	Kone - Unit Price \$6 is in hours. Business hrs 8am- 5pm. Sunday and Stat Hol double time
Sprinklers	Pacific Rim	Ridgeway	Ridgeway
Plumbing	Ridgeway	Ridgeway	Ridgeway
HVAC	Ridgeway	Ridgeway	Ridgeway
Controls	Cash allowance	Western Pacific	Cash Allowance
Electrical	WPE	Western Pacific	Western Pacific Enterprises - Unit prices are Adders only
Communications	4th Utility	Western Pacific	Western Pacific Enterprises - Unit prices are Adders only
Audio Visual	WPE	Western Pacific	Western Pacific Enterprises - Unit prices are Adders only
Security Systems	WPE	Western Pacific	Western Pacific Enterprises - Unit prices are Adders only
Landscaping	Blue Pine	UCC Group	Blue Pine

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Friday, October 24, 2014 1:35 PM
To: 'Gidget Maguire'
Cc: Karen Hearn; McMahan, Alana AVED:EX; Aitken, Cathy M AVED:EX; Kostov, Krassimir
Subject: RE: CSWSOD Project Board Presentation from Karen Hearn

Yes, I have it. Thank you.

We will bring hard copies as well as an electronic backup.

In addition, I will email it to the project board members for the benefit of those calling in.

Catherine

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Friday, October 24, 2014 1:32 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Karen Hearn
Subject: RE: CSWSOD Project Board Presentation from Karen Hearn

Good afternoon,

I wanted to confirm with you both that you received Karen's presentation (below email) for today's meeting. I left you both a voicemail at your office number and realize now that you are probably taking this meeting in Vancouver also.

Can you please confirm via email that you received the presentation.

Thank you,
Gidget

From: Gidget Maguire
Sent: Friday, October 24, 2014 1:23 PM
To: 'Nickerson, Catherine M AVED:EX'; 'Aitken, Cathy M AVED:EX'; 'Brewster, Kevin AVED:EX'; 'Houle, Michael PSBC:EX'
Subject: CSWSOD Project Board Presentation from Karen Hearn

Please find attached Karen's presentation for today's meeting.

Thank you,



Gidget Maguire

Assistant to Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2448 f 604.599.2440 e gidget.maguire@kpu.ca
www.kpu.ca www.kpu.ca/facilities

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, March 9, 2015 9:42 AM
To: McMahon, Alana AVED:EX
Cc: Gidget Maguire
Subject: RE: Doodle: Link for poll "KPU School of Design Project Board meeting # 6"

Alana, rather than responding to the Doodle poll I just wanted to let you know I can potentially rearrange my schedule on Friday based on others schedules.

Karen

-- Original Message --

From: McMahon, Alana AVED:EX [mailto:Alana.McMahon@gov.bc.ca]
Sent: Friday, March 06, 2015 11:00 AM
To: Houle, Michael PSBC:EX; Harry Gray; bwendel@alliedblower.com; s.22 ; Dale, Raman
FIN:EX; Karen Hearn
Subject: Doodle: Link for poll "KPU School of Design Project Board meeting # 6"
Importance: High

Good morning,

March 11, 2015 at 2:00pm no longer works for the next KPU Project Board meeting. I have provided other dates/times for next week, and am hoping one of the proposed times will work for the majority.

Please advise as soon as possible as to what time works for you for a 1 hour phone call using the Doodle poll hyperlink below.

<http://doodle.com/ciy96kwis7637wfa>

Thank you,

Alana McMahon

Acting Executive Administrative Assistant Financial and Management Services Division Ministry of Advanced Education 3rd Floor, 835 Humboldt Street Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Wednesday, March 18, 2015 11:09 AM
To: 'Gidget Maguire'
Subject: RE: KPU Project Board

Hi Gidget,

As far as I know, it will be going ahead; however, our Ministry will be starting Estimates Debates next week so there is a chance that it will have to be changed if the debates conflict. Bruce Wendell is the only one I haven't heard from yet.

Thank you,

Alana

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Wednesday, March 18, 2015 10:26 AM
To: McMahan, Alana AVED:EX
Subject: KPU Project Board

Hi Alana,

Can you confirm for me that the KPU Project Board is going ahead March 26th? have you had enough people respond yes?

Thanks
Gidget



Gidget Maguire

Assistant to Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2448 f 604.599.2440 e gidget.maguire@kpu.ca
www.kpu.ca www.kpu.ca/facilities

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, March 23, 2015 9:44 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: KPU Project Board meeting # 6

Catherine, I am well into preparing the Project Status Report though would benefit from a quick conversation. I am available until 11:00 then after 3:00.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Monday, March 23, 2015 9:42 AM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: KPU Project Board meeting # 6

Hi Karen,

The next PB Board meeting is scheduled for Thursday this week. Therefore, I should send out the PB package by tomorrow at the latest. Please let me know when we should expect the Status Report and if you will have any other documents (e.g. PP) for distribution. I will draft the agenda as we discussed a couple of weeks ago

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 31, 2014 1:32 PM
To: Brewster, Kevin AVED:EX; McMahon, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee; Craig Regan
Subject: RE: KPU Project Board mtg # 3 (2)

Thank you so much Kevin. This will definitely help the project and as well demonstrates that there is depth in oversight for the project within KPU. I agree that there is benefit in providing an opportunity for discussion rather than doing an e-vote.

Karen

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, October 31, 2014 11:57 AM
To: Karen Hearn; McMahon, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: Re: KPU Project Board mtg # 3

Let's go with the 7th with Craig

We need to include the decision to continue work with the architect / team at that meeting since they will be doing that work anyway

Once the PB has made a decision on whether to proceed with Bird or not, the design team would need to proceed regardless.....we can then move our government process simultaneous to KPU's

We could try an electronic vote on the design team before the 7th however, e-votes only work when there doesn't need to be any discussion....and I think there is still some discussion to be had regarding the design team

Happy to discuss

KB

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Karen Hearn
Sent: Friday, October 31, 2014 10:46 AM
To: McMahon, Alana AVED:EX
Cc: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: RE: KPU Project Board mtg # 3

Alana, yes you are correct I am not available on Nov. 7th nor the 12th. Both Gordon and I could rearrange our schedules for Nov. 13th though I strongly recommend we find an earlier meeting time.

Kevin, I am increasingly concerned about the length of time it will take for approvals before we can do anything that advances the project. Last meeting I should have been more articulate about the risk of not approving the

motion to hire the design team for one month. At that time committee members identified, "What difference will one week make?". This one week is now potentially turning into 3 weeks.

I appreciate the need for measured process throughout for the Project Board though seek assistance so that we determine strategies that will get momentum towards constructing the project. With our shared aversion to risk we are beginning to place the project at even greater risk by not further shortening the amount of time for re-design and construction.

The latest revisions to the project schedule identify that if we began Nov. 3rd with re-design substantial completion in 2016 would be:

Oct. 20th	Bird's latest proposal using phased construction
Aug. 24th	CM at Risk using phased construction
Oct. 19	KPU's recommended option, D,B,B with pre-construction services

An alternative to proceed with Nov. 7th is for Craig Regan to attend in place of me. Craig would be available to do so.

Karen

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Thursday, October 30, 2014 5:30 PM
To: Karen Hearn
Subject: KPU Project Board mtg # 3

Hi Karen,

When looking at dates for the next board meeting, the only option next week appears to be 3-4:30pm on Friday, Nov. 7; however, I understand s.22 is that correct?

If that date won't work, that leaves the following options:

Wed., Nov. 12: 9-11am
Thurs., Nov. 13: 2-4pm

Please advise what will work for you and I'll send out an email to the rest of the folks to check availability.

Thank you,

Alana McMahon
Office Manager
Post Secondary Finance Branch
And Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151
(F) 250-356-7922

Mino, Lise MTIC:EX

From: Gordon Lee <Gordon.Lee@kpu.ca>
Sent: Friday, October 31, 2014 2:45 PM
To: Brewster, Kevin AVED:EX; Karen Hearn; McMahon, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: KPU Project Board mtg # 3 (3)

Thanks Kevin.

Gordon Lee
Vice President Finance & Administration and Deputy Vice Chancellor Kwantlen Polytechnic University t
604.599.2099 f 604.599.3456 e gordon.lee@kpu.ca www.kpu.ca This e-mail and any attachments may be
confidential or legally privileged. If you received this message in error or are not the intended recipient, please
destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records
accordingly.

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, October 31, 2014 11:57 AM
To: Karen Hearn; McMahon, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: Re: KPU Project Board mtg # 3

Let's go with the 7th with Craig

We need to include the decision to continue work with the architect / team at that meeting since they will be doing
that work anyway

Once the PB has made a decision on whether to proceed with Bird or not, the design team would need to proceed
regardless.....we can then move our government process simultaneous to KPU's

We could try an electronic vote on the design team before the 7th however, e-votes only work when there doesn't
need to be any discussion....and I think there is still some discussion to be had regarding the design team

Happy to discuss

KB

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Karen Hearn
Sent: Friday, October 31, 2014 10:46 AM
To: McMahon, Alana AVED:EX
Cc: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee

Subject: RJ: KPU Project Board mtg # 3

Alana, yes you are correct I am not available on Nov. 7th nor the 12th. Both Gordon and I could rearrange our schedules for Nov. 13th though I strongly recommend we find an earlier meeting time.

Kevin, I am increasingly concerned about the length of time it will take for approvals before we can do anything that advances the project. Last meeting I should have been more articulate about the risk of not approving the motion to hire the design team for one month. At that time committee members identified, "What difference will one week make?". This one week is now potentially turning into 3 weeks.

I appreciate the need for measured process throughout for the Project Board though seek assistance so that we determine strategies that will get momentum towards constructing the project. With our shared aversion to risk we are beginning to place the project at even greater risk by not further shortening the amount of time for re-design and construction.

The latest revisions to the project schedule identify that if we began Nov. 3rd with re-design substantial completion in 2016 would be:

Oct. 20th	Bird's latest proposal using phased construction
Aug. 24th	CM at Risk using phased construction
Oct. 19	KPU's recommended option, D,B,B with pre-construction services

An alternative to proceed with Nov. 7th is for Craig Regan to attend in place of me. Craig would be available to do so.

Karen

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Thursday, October 30, 2014 5:30 PM
To: Karen Hearn
Subject: KPU Project Board mtg # 3

Hi Karen,

When looking at dates for the next board meeting, the only option next week appears to be 3-4:30pm on Friday, Nov. 7; however, I understand s.22 is that correct?

If that date won't work, that leaves the following options:

Wed., Nov. 12: 9-11am
Thurs., Nov. 13: 2-4pm

Please advise what will work for you and I'll send out an email to the rest of the folks to check availability.

Thank you,

Alana McMahon
Office Manager
Post-Secondary Finance Branch
And Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.

Victoria BC V8V 4W8
(T) 250-356-0151
(F) 250-356-7922

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Thursday, November 6, 2014 4:35 PM
To: McMahon, Alana AVED:EX
Subject: RE: KPU Project Board mtg # 3

Thanks Alana, I will be attending in person at the Vancouver location.



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Thursday, November 06, 2014 12:18 PM
To: Plecas, Bobbi AVED:EX; Gordon Lee; Karen Hearn; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Craig Regan
Cc: Fountain, Kathy B AVED:EX
Subject: RE: KPU Project Board mtg # 3

Good afternoon,

I just wanted to confirm that everyone will be able to attend the video conference in person or whether I need to provide dial-in information as well?

Thank you,

Alana McMahon
Office Manager
Post-Secondary Finance Branch
And Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151
(F) 250-356-7922

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX on behalf of Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 4:25 PM
To: 'Craig Regan'; Plecas, Bobbi AVED:EX; 'Gordon.Lee@kpu.ca'; 'Karen.Hearn@kpu.ca'; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX
Cc: Aitken, Cathy M AVED:EX; Fountain, Kathy B AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 3 - Nov 7, 2014

Sensitivity: Confidential

Good afternoon,

Please see the revised agenda attached.



Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 2:58 PM
To: Plecas, Bobbi AVED:EX; 'Gordon.Lee@kpu.ca'; 'Karen.Hearn@kpu.ca'; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX; Aitken, Cathy M AVED:EX
Subject: KPU School of Design Project Board meeting # 3 - Nov 7, 2014
Importance: High
Sensitivity: Confidential

Good afternoon,

Attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #3 to be held on Friday, Nov 7, 2014.

<< File: CSWSOD Project Board Meeting #3 Agenda - Nov 7 2014.docx >> << File: Revised DRAFT CSWSOD Project Board Minutes - Nov 6 2014.docx >> << File: KPU CSWSOD Decision Tree FINAL.pdf >> << File: CSWSOD Power Point Presentation Nov 7 2014 Revised.pptx >> << File: CSWSOD Project Board Status Report #3 CN Revisions Nov 6.docx >> << File: Appendix 1 BRIEFING NOTE Mtng #3 Nov 6 Revised.docx >> << File: Appendix 2 Summary of Negotiations with Lowest Bidder Nov 6.docx >> << File: Appendix 3 Procurement Options Analysis Nov 6.docx >> << File: Appendix 4 Procurement Options Analysis Schedule.pdf >> << File: Appendix 5 Opinion-KPU_next_step_process.pdf >> << File: Appendix 6 CSWSOD Soft Cost Estimate Nov 6 14.pdf >>

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

PROJECT BOARD MEETING # 3
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	November 7, 2014
TIME:	3:00 PM- 4:30 PM
LOCATION:	<p>Victoria participants: s.15 Vancouver participants: s.15 Please note that when you arrive, you will need to ring the doorbell to the left when exiting the elevator on the 7th floor. You will be met by a staff member who will answer the door and will provide you with an access card to the telepresence room. Teleconference Dial-in: s.15,s.17</p> <p align="right">Moderator: Catherine</p>

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Previous Minutes (5 min)	For Decision	Kevin Brewster
3. Project Decision Tree (10 min)	Information/ Discussion	Kevin Brewster
4. Project Status Update (50 min) <ul style="list-style-type: none"> • Negotiation with Lowest Bidder • Procurement Options • Architectural Services • Communication • Next Steps 	For Decision	Craig Regan
5. Communication (10 min)	Information/ Discussion	Craig Regan
6. Next Steps (10 min) <ul style="list-style-type: none"> a. Upcoming Meetings: TBD 	For Decision	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Assistant Vice-President, Partnership BC	250 475-4666

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Craig Regan	Alternate for Karen Hearn, Chief Project Officer	604 599-2055
Cathy Aitken	Administrative Support	250 356-9097

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Monday, November 24, 2014 9:11 AM
To: Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; Harry Gray
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX; Gordon.Lee@kpu.ca; McMahon, Alana AVED:EX; Craig Regan
Subject: RE: KPU School of Design Project Board meeting # 4 - Nov 24, 2014
Sensitivity: Confidential

Please find attached the Power Point presentation and Decision Tree for discussion at this morning's meeting. Hard copies will be provided at the meetings in Vancouver and Victoria.



From: Nickerson, Catherine M AVED:EX
Sent: Friday, November 21, 2014 4:28 PM
To: Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX; Harry Gray
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX; Gordon.Lee@kpu.ca; McMahon, Alana AVED:EX; Craig Regan
Subject: KPU School of Design Project Board meeting # 4 - Nov 24, 2014
Importance: High
Sensitivity: Confidential

Good afternoon,

Attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #4 to be held on Monday, Nov 24, 2014.

- Agenda
- Draft Minutes of Project Board Meeting #2
- Draft Minutes of Project Board Meeting #3
- Project Status Report #4
- Appendix 1: Contributing factors to bids being over pre-tender estimate
- Appendix 2: Draft letters cancelling negotiations, tender and all associated processes
- Appendix 3: Revised Procurement Options Analysis
- Appendix 4: Procurement Options Schedule
- Appendix 5: Architects letter describing re-design strategies to be within project budget
- Appendix 6: Communications Framework

<< File: DRAFT CSWSOD Project Board Agenda - Nov 24 2014.docx >> << File: Revised DRAFT CSWSOD Project Board Minutes - October 24 2014.docx >> << File: DRAFT CSWSOD Project Board Minutes Meeting #3 - Nov 7 2014.docx >> << File: CSWSOD Project Board Status Report #4 Final.docx >> << File: Appendix 1 Contributing Factors to Bid Pricing Nov 21 14.docx >> << File: Appendix 2 Cancellation Notice to Bird Construction.DOCX >> << File: Appendix 2 Cancellation Notice to EllisDon.DOCX >> << File: Appendix 2 Cancellation Notice to Ledcor Construction.DOCX >> << File: Appendix 2 Cancellation Notice to PCL Constructors Westcoast.DOCX >> << File: Appendix 3 Options Analysis Nov 21 14.docx >> << File: Appendix 4 Procurement Options Schedule.pdf >> << File: Appendix 5 Architects proposed approach redesign nov_20_14.pdf >> << File: Appendix 6 WSOD Comms framework_nov2014_v1.docx >>

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Harry Gray <Harry.Gray@kpu.ca>
Sent: Wednesday, January 21, 2015 9:31 AM
To: kristan-a@telus.net; McMahan, Alana AVED:EX
Cc: Plecas, Bobbi AVED:EX; Karen Hearn; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Dale, Raman FIN:EX; bwendel@alliedblower.com
Subject: RE: KPU School of Design Project Board meeting # 6

Hi Alana

I too will have to decline as KPU has a Board meeting at that time.

...harry

Harry Gray
AVP, Administration, KPU
Cell - s.22

From: kristan-a@telus.net [mailto:kristan-a@telus.net]
Sent: Tuesday, January 20, 2015 5:50 PM
To: Alana AVED McMahan:EX
Cc: Bobbi AVED Plecas:EX; Karen Hearn; Catherine M AVED Nickerson:EX; Cathy M AVED Aitken:EX; Michael PSBC Houle:EX; Raman FIN Dale:EX; Harry Gray; bwendel@alliedblower.com
Subject: Re: KPU School of Design Project Board meeting # 6

Hi Alana,

I will have to decline as we have a KPU board meeting that afternoon/evening, so I am pretty sure that both Bruce and I can not attend and I don't want to speak or assume for Harry.

Sincerely,

Kristan Ash

From: "Alana AVED McMahan:EX" <Alana.McMahan@gov.bc.ca>
To: "Bobbi AVED Plecas:EX" <Bobbi.Plecas@gov.bc.ca>, "Karen Hearn" <Karen.Hearn@kpu.ca>, "Catherine M AVED Nickerson:EX" <Catherine.Nickerson@gov.bc.ca>, "Cathy M AVED Aitken:EX" <Cathy.Aitken@gov.bc.ca>, "Michael PSBC Houle:EX" <Michael.Houle@partnershipsbcc.ca>, "[Kristan-a@telus.net](mailto:kristan-a@telus.net)" <kristan-a@telus.net>, "bwendel@alliedblower.com", "Raman FIN Dale:EX" <Raman.Dale@gov.bc.ca>, "Harry Gray" <Harry.Gray@kpu.ca>
Sent: Tuesday, January 20, 2015 5:22:47 PM
Subject: KPU School of Design Project Board meeting # 6

s.15,s.17

Dial-in:

s.15,s.17

Participant ID:

Moderator: Kevin Brewster

s.15

Victoria participants will meet in

Page 125 to/à Page 126

Withheld pursuant to/removed as

s.14

From: Harry Gray
To: Brewster, Kevin AVED:EX
Subject: RE: Telephone Call
Date: Friday, June 19, 2015 11:31:28 AM

Absolutely, and thank you very much.
Speak to you then.

...harry

Harry Gray
AVP, Administration, KPU
Cell - s.22

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, June 19, 2015 11:30 AM
To: Harry Gray
Subject: RE: Telephone Call

Ok - my office number is fine - can we say 3:35 as I'm going from one to another.

1-250-952-7410

I will include Catherine Nickerson

KB

-----Original Message-----

From: Harry Gray [<mailto:Harry.Gray@kpu.ca>]
Sent: Friday, June 19, 2015 11:27 AM
To: Brewster, Kevin AVED:EX; Karen Hearn
Subject: RE: Telephone Call

Hi Kevin

Can we make it at 3:30? Karen and I will phone you. Will you be at your office number?

...harry

Harry Gray
AVP, Administration, KPU
Cell - s.22

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, June 19, 2015 11:02 AM
To: Harry Gray; Karen Hearn
Subject: RE: Telephone Call

Hi - my options today are:

Noon-1:30

3:30-4:00

Everything else is blocked solid and can't be altered.

K13

-----Original Message-----

From: Harry Gray [mailto:Harry.Gray@kpu.ca]

Sent: Friday, June 19, 2015 9:26 AM

To: Brewster, Kevin AVED:EX; Karen Hearn

Subject: Telephone Call

Kevin

Would it be possible for us to have a 15 minute call between, you, Karen Hearn and myself this (Friday) afternoon between 2 & 3?

I am wishing to discuss the legal advice regarding the Construction Manager.

Thank you

...Harry Gray

AVP Administration, KPU

Cell - s.22

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Monday, June 15, 2015 5:12 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Karen Hearn
Subject: CSWSOD - Revised Budget Template
Attachments: CSWSOD Project Budget Estimate June.15.15..xlsx

Catherine and Cathy,

Following our conversation on Friday we have prepared the attached template with what we hope captures the topics of information that you need. Please review and comment and feel free to edit liberally. If the template titles and descriptions work for you generally I will then input the values for version 2.

Thank you for your continued assistance.

Cheers,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Chip & Shannon Wilson School of Design Building Project - Revised Preliminary Project Estimate Facilities Services - June 15, 2015.						
	Class A Estimate (pre-tender) April 2014.	Commitments outstanding	Expenditures to Date	Estimated future costs	TOTAL	Comments
PLANNING AND DESIGN Design & Engineering Fees Architectural Redesign fees to tender. - KPMB Architects and Public Design. Consultants Redesign fees to tender. Fast and Epp (structural) AME (Mechanical) AES (electrical) PFS Studio (Landscape) Styxworks (Timber Consultant) Danial Lyzun & Associates (Acoustics) Verdeck (elevators) Transolar (climate engineering) Morrison Hershfield (envelope) Recollective (LEED) Render Light & Planning (lighting) Group (Civil Engineering) Consultants (Geotechnical) Consultants (Code) Land (Surveyors).	Core Levelton GHJ Target					
total						
Soft Costs & KPU Admin, moving LEED Project Management CM for pre-con services Cost consultant (JBA/SSA and Aitus) Traffic Consultant Geotechnical Consultant (Levelton) Legal (Clarke Wilson) Consultants Selection Advisor (EranGeo) Procurement Consultant (MHPPM) Project Management Advisor (TBA) Code Consultant alternate solution (GHJ) Commissioning Agent (MDT) Space Programming (ECS)						
total						
CONSTRUCTION						



Site Preparation Contract						
demolition, vibro densification, stone columns, new loading dock.						
total						
New Building Construction						
base building						
Site Development & Existing Building						
parking, paving, hard/soft landscape, site interface						
Offsite Works						
driveway and crosswalk upgrade						
total						
RESERVES						
Construction Contingency 5.5%						
Project & Soft Cost Contingency 5%						
Post Occupancy Contingency						
total						
COMPLETION COSTS						
FF & E						
AV, VIA Walls, Specialty Equipment, signage, lockers.						
Development Costs - permits (City of Richmond)						
Insurance, testing						
GST 1.65%						
GST Rebate						
Write-Off						
Fiscal 2014-15.						
total						
TOTAL PROJECT COSTS ESTIMATE						

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, March 5, 2015 10:36 AM
To: Karen Hearn
Cc: 'Craig Regan'; Aitken, Cathy M AVED:EX; Brewster, Kevin AVED:EX
Subject: FW: Continuing with Design team
Attachments: Appendix 5 Architects proposed approach redesign nov_20_14.pdf

Importance: High

Hi Karen,

The attached letter dated Nov. 20, 2014 outlines how the original design team would continue on the project if this approach is approved.

The document indicates that:

- They would maintain the core team members
- there would be continued involvement of Luigi LaRocca, Principal,
- there would be continued involvement of John Wall, Principal, and,
- the addition of Bruno Weber, Associate at KPMB to manage the cost reduction process. Bruno has led the KPMB projects at UBC and has gained extensive with local trades, products, systems, and their associated costs and construction complexities. Luigi has been involved in numerous successful value engineering exercises in my 30+ years of practice on projects in Canada, the U.S., Europe and Asia.

However, it seemed to me that in discussions at the Project Board meeting there was a conclusion that there would be a change to the Partners/Senior people involved. Please advise ASAP.

Please provide any more current documentation on this issue as well.

Thank you, Catherine

November 20, 2014

Karen Hearn
Executive Director, Facilities Services
Kwantlen Polytechnic University
12666-72nd Ave
Surrey, BC
V3W 2M8

Re: Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design
Proposed Redesign Strategies

Dear Karen:

Thank you for calling on Friday with Craig Regan and providing a brief update on the current status of the process to get the project back on track. This letter is in response to your question with respect to how KPMB and Public could best continue to serve the University in a redesign process, and the value we can bring to this process.

The design represents the work and engagement of an integrated design process involving the project management and leadership, departmental users, and the design team over a series of workshops. As you are well aware, at every stage of the development of the design and building and material systems, cost estimates were developed by the independent cost consultant and reviewed, indicating that the project was on budget.

However disappointing, the market spoke, we have listened, and worked with KPU over the last few months on a revised scope that has greatly simplified the building enclosure and systems, reduced gross floor area, and selected lower cost materials and finishes, all without impacting the functionality and program that the building will deliver.

The design team is well positioned and highly motivated to maintain the functionality and the look and feel of the building design to create an outstanding academic building for KPU. We provide the best combination of construction expertise, design strength, and intimate

knowledge of the program and site requirements. We are confident that our unique knowledge and commitment will provide KPU with the most effective use of fees and time which will ultimately reflect in best value for construction costs and overall project costs.

Building on the redesign work done to date we recommend that the team concentrate on these three key drivers of the construction cost:

A more robust cost control system – select both a cost consultant and a Construction Manager to provide pre-construction costing services. Parallel costing is the preferred methodology of many of our university clients as it delivers the most realistic estimates. The cost consultant and CM estimates are reviewed and reconciled to within 5%.

Continue to reduce construction complexity – real and perceived.

Adjust the construction schedule with CM's input provide a timeframe that can deliver the best bids and price.

Cost Control and Scope Control

Costing would best be provided by securing two independent sources – a cost consultant familiar with the design team's work, and a CM providing pre-construction costing services. Each provides a different perspective on buildability, the appetite of local trades for systems and process, the availability of trades to provide predictable bids, and how to identify cost saving measures. Both consultants would be required to reconcile their estimates with each other at each cost estimate stage. In this context the design team will protect the program requirements and manage expectations.

The design team has an excellent track record working with Construction Managers on cost control. In the lower mainland KPMB has enjoyed good outcomes working with the Construction Managers for three projects at UBC – the \$13M Alumni Centre, the \$64M Hub Building Phase 1 completed in Fall 2013, and the \$57M Hub Building Phase 2. Public has also used the CM / Cost consultant dual approach successfully on many projects including: UBC Quantum Matter Institute project (5% or \$1,000,000 under the pretender estimate), UBC Centre for Comparative Medicine and KPU Brewing Instructional Lab (10% or \$200,000 under the pretender estimate).

Going forward we offer the continued involvement of Luigi LaRocca, Principal, John Wall, Principal, and the addition of Bruno Weber, Associate at KPMB to manage the cost reduction process. Bruno has led the KPMB projects at UBC and has gained extensive

experience with local trades, products, systems, and their associated costs and construction complexities. Luigi has been involved in numerous successful value engineering exercises in my 30+ years of practice on projects in Canada, the U.S., Europe and Asia.

Based on our past and current projects KPMB and Public will continue to utilize industry best practices to mitigate risks during tender and construction:

- a. schematic design, design development and 90% complete contract documents cost estimates by the Client's cost consultant and the Construction Manager providing pre-construction costing services;
- b. third party document check by the Owner's procurement manager;
- c. Client document checks at all major milestones to reduce the risk of change orders;
- d. coordination of subconsultants' work with weekly BIM (Building Information Model) and drawings reviews;
- e. quality control procedures;

Simplify the building, reduce complexity – keep the vision

The work KPMB and Public have done to date for the scope revision exercise with Bird Construction has already demonstrated our understanding of how to approach construction complexity cost issues and construction schedule issues. We can build on this ground work efficiently to produce revised documents utilizing these strategies:

- a. design conventional systems – structural, mechanical, electrical - open to multiple suppliers and bidders
- b. avoid innovative systems familiar only to a limited number of bidders
- c. limit the glazing and exterior wall types and their complexity
- d. design systems that each trade can build without complex integration and coordination with other trades
- e. avoid unique products with long lead times or rigorous testing requirements
- f. manage scope by reducing gross building area and enclosure area to suit net program requirements.

Construction Schedule

The Construction Manager should be engaged to develop a comprehensive construction schedule to a third level work breakdown structure. This process will optimize the length of the construction schedule to respond to an orderly and reasonable workflow for trades that accounts for procurement, mobilization, preparation and review of shop drawings and submittals, ordering, fabrication, delivery and installation in a sequence that allows each trade to operate without encumbrances and builds in reasonable expectations for slack time and standard weather delays.

The reduced complexity of the redesign together with the simplified systems and products will reduce the overall construction period and commissioning time. The development of the detailed schedule will also verify if an anticipated simplification provides both a cost and time benefit and remains as a useful effective part of the redesign.

Design Team

Through the last year and a half of working with Kwantlen Polytechnic University we have become intimately familiar with the basic requirements of the project including program, site, and understanding the needs of the user groups.

Our team has established a strong working relationship that emphasizes communication and integrated thinking and we are committed to maintaining the core team members through the redesign to maximize efficiency. Leveraging this knowledge, strength and efficiency we believe that the cost of reworking the design is significantly less should we be able to move forward within a reasonable time frame to keep the team intact.

Summary

Kwantlen will achieve the highest possible value for the project if it is retendered as soon as reasonable possible. The current market is favorable for tender as there has been a slow-down in the institutional construction market. The best course of action is to secure a cost consultant, a CM for pre-construction services, and to continue with KPMB and Public to redesign the project in an effective time frame. We can and will deliver a project of economy that remains an extraordinary building for KPU.

Page 5
Proposed Redesign Strategies
20 November 2014

Yours sincerely,

A handwritten signature in black ink, appearing to read "Luigi LaRocca". The signature is fluid and cursive, with the first name "Luigi" and last name "LaRocca" clearly distinguishable.

Luigi LaRocca
Principal, KPMB Architects

cc: Bruce Kuwabara, KPMB Architects
John Wall, Public Architecture + Communication

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Thursday, June 11, 2015 11:38 AM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX
Subject: Project Board Strategy Meeting
Attachments: AVED carg_quarterly_project_rpt Jan - Mar v04-01-15.xlsx

Hi Karen, one of the action items from our last conference call is that I would provide you with a sample/template of a budget summary for your use to provide updates to the Project Board.

As a starting point, the format that is used in the Quarterly Project Report is a good basis to start (for your reference I've attached your last submission). We would need a more detailed breakdown of the activities and we can discuss that further at tomorrow's meeting.

The AVED letter communicating TB approval is in process.

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

Chip and Shannon Wilson School of Design (CSWSD) Building
804759

WBS - PROJECT SUMMARY															LATEST REPORT FOR THE QUARTER ENDING NOV 30, 2015														
TASK CODE	DESCRIPTION	ORIGINAL BUDGET			APPROVED REVISIONS			REVISED BUDGET		Type	COSTS THIS PERIOD	COSTS TO DATE	BUDGET EXPENDED (%)	REMAINING BUDGET	FORECAST TO COMPLETE	ESTIMATE AT COMPLETION	VARIANCE FROM BUDGET												
		Provincial Funding (COA)	Other Funding	Total	Provincial Funding (COA)	Other Funding	Total	Provincial Funding (COA)	Other Funding																				
10	NEW CONSTRUCTION	1,495,833.00	1,000,000.00	2,495,833.00	1,495,833.00	1,000,000.00	2,495,833.00	1,495,833.00	1,000,000.00	2,495,833.00	1,495,833.00	1,000,000.00	40.1	1,000,000.00	1,495,833.00	2,495,833.00	\$ -												
20	RENOVATIONS	-	-	-	-	-	-	-	-	-	-	-	0.0	-	-	-	\$ -												
30	FURNITURE & EQUIPMENT	1,984,138.00	1,000,000.00	2,984,138.00	1,984,138.00	1,000,000.00	2,984,138.00	1,984,138.00	1,000,000.00	2,984,138.00	1,984,138.00	1,000,000.00	33.5	1,000,000.00	1,984,138.00	2,984,138.00	\$ -												
40	RESEARCH SPECIFIC EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	0.0	-	-	-	\$ -												
50	DESIGN & CONSULTANT FEES	938,144.00	1,000,000.00	1,938,144.00	938,144.00	1,000,000.00	1,938,144.00	938,144.00	1,000,000.00	1,938,144.00	938,144.00	1,000,000.00	48.4	1,000,000.00	938,144.00	1,938,144.00	\$ -												
60	PROJECT MANAGEMENT	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	50.0	1,000,000.00	1,000,000.00	2,000,000.00	\$ -												
70	PROJECT INDEMNITY	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	50.0	1,000,000.00	1,000,000.00	2,000,000.00	\$ -												
80	DEVELOPMENT COSTS	-	-	-	-	-	-	-	-	-	-	-	0.0	-	-	-	\$ -												
90	PROJECT CONTINGENCY	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	50.0	1,000,000.00	1,000,000.00	2,000,000.00	\$ -												
10	PAYABLE TAXES	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00	50.0	1,000,000.00	1,000,000.00	2,000,000.00	\$ -												
TOTAL PROJECT SUMMARY		5,479,971.00	5,000,000.00	10,479,971.00	5,479,971.00	5,000,000.00	10,479,971.00	5,479,971.00	5,000,000.00	10,479,971.00	5,479,971.00	5,000,000.00	47.8	5,000,000.00	5,479,971.00	10,479,971.00	\$ -												

Comments:

Original Budget - Table 6: Information presented in October 2012 for the CSWSD Building 1 was

"Original Budget" - Table 6: Information presented in October 2012 for the CSWSD Building 1 was

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, April 28, 2015 9:26 AM
To: Aitken, Cathy M AVED:EX; Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: RE: COA CSWSOD

Cathy, thanks for this information. Craig is making this a priority.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, April 28, 2015 9:22 AM
To: Karen Hearn; Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: RE: COA CSWSOD

Hi Karen, Krassimir is working with Craig on the updated Project Summary report. This is required prior to issuing all COAs. Once we receive the report a COA will be issued.

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Tuesday, April 28, 2015 8:27 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Craig Regan
Subject: COA CSWSOD

Kevin, just checking in as to what is the revised anticipated timeline for the COA?

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Thursday, May 7, 2015 5:23 PM
To: 'Karen Hearn'
Cc: Craig Regan; Nickerson, Catherine M AVED:EX
Subject: RE: Downward Scope Ladder discussion
Attachments: Scope Ladder - Sample.docx

Hi Karen, I've attached for your use, a sample of a scope ladder. This is taken from a recent RFP. For the purposes of the Project Board, suggest that you add columns to identify estimated cost reduction for each item and implications (program and other).

We can discuss further on Tuesday.

Also, the next Project Board meeting is May 22 (short week) and ^{s.22} so I am hoping to get the Project Board package out mid next week. It would be helpful if you could provide the materials by Tuesday, May 12. Please let me know if this is a problem.

Thanks,

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, May 4, 2015 12:00 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Downward Scope Ladder discussion

Catherine, it would be very helpful if you are able to provide 15 to 30 minutes sometime Wednesday afternoon for discussion with Craig and I about downward scope ladders. We want to ensure that our initial thoughts and consideration of the process for inclusion in the tender and strategy to minimize design costs are correct.

Thanks.

Karen
B M6



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly

1.1 SCOPE LADDER

If not all of the elements of the Performance Specifications are achievable within the Affordability Requirements, a Proponent may propose to reduce the scope of the Project by one or more of the scope items set out in an approved list (the “**Scope Ladder**”). Proponents proposing reductions to the scope of the Project must limit their proposed reductions to items identified by the Authority in the Scope Ladder, and reductions must only be made in the order set out in the Scope Ladder (e.g., the Scope Ladder item ranked 1 is to be used first and in its entirety before using item 2). The changes within each step made be made in any order.

For the purposes of discussion, Table 1 provides a preliminary list of Scope Ladder items to be used in the order shown.

Table 1: Scope Ladder

No.	Scope Ladder Item	Current Drafting	Revised Drafting
1	Deletion of one medium classroom	Appendix 3A, Section 3: A2 General Classrooms and Lecture Theatre Medium Classroom 3	Revised Drafting: Medium Classroom 2
	Reduction of Library/Learning Commons and Centre for Teaching and Learning	Appendix 3A, Section 3: A3 Library/Learning Commons and Centre for Teaching and Learning Learning Commons Area 450 NSM	Revised Drafting: Learning Commons Area 393 NSM
		Appendix 3A, Section 3: A3 Library/Learning Commons and Centre for Teaching and Learning Classroom Area 78 NSM	Revised Drafting: Classroom Area 55 NSM
		Appendix 3A, Section 3: A3 Library/Learning Commons and Centre for Teaching and Learning Artists Books Reading Room Area 100 NSM	Revised Drafting: Artists Books Reading Room Area 80 NSM
	Reduction of Photography, Print Media and Digital Output Centre	Appendix 3A, Section 3: B8 Photography, Print Media and Digital Output Centre Photography Computer Lab 1	Removal of: Photography Computer Lab
		Appendix 3A, Section 3: B8 Photography, Print Media and Digital Output Centre Photography Informal Pod 1	Removal of: Photography Informal Pod
		Appendix 3A, Section 3: B8 Photography, Print Media and Digital Output Centre Printmaking Studio Area 310 NSM	Revised Drafting: Printmaking Studio Area 280 NSM

No.	Scope Ladder Item	Current Drafting	Revised Drafting
2		Appendix 3A, Section 3: B8 Photography, Print Media and Digital Output Centre Printmaking Senior Studio Area 140 NSM	Revised Drafting: Printmaking Senior Studio Area 120 NSM
		Appendix 3A, Section 3: B8 Photography, Print Media and Digital Output Centre Digital Output Centre Area 110 NSM	Revised Drafting: Digital Output Centre Area 95 NSM
	Deletion of the READ Bookstore	Appendix 3A, Section 3: C3 Gallery READ Bookstore	Removal of: READ Bookstore
	Deletion of Meeting Room/Resource Collection and Black-Out Studio	Appendix 3A, Section 3: B11 Graduate Studies Meeting Room/Resource Collection 1 Appendix 3A, Section 3: B11 Graduate Studies Black-Out Studio 2	Removal of: Meeting Room/Resource Collection Revised Drafting: Black-Out Studio 1
	Deletion of Informal Pod and Storage Room	Appendix 3A, Section 3: B5 Critical and Cultural Studies, Community Engagement + Projects. Informal Pod 1 Appendix 3A, Section 3: B5 Critical and Cultural Studies, Community Engagement + Projects. Storage Room 1	Removal of: Informal Pod Removal of: Storage Room
	Reduction of Integrated Technology Support	Appendix 3A, Section 3: B10 Integrated Technology Support. Total Space Requirements = 1476.9 NSM	Revised Drafting: Total Space Requirements = 1326.9 NSM (Reduction of Overall Shop Area by 150 NSM)
3	Reduction of Ceramics and Sculpture	Appendix 3A, Section 3: B9 Ceramics and Sculpture. Total Space Requirements = 1046.8 NSM	Revised Drafting: Total Space Requirements = 896.8 NSM (Reduction of Overall Studio Area by 150 NSM)
	Deletion of Agora and one General Lab 3 Module	Appendix 3A, Section 3: B12 Industry Liaison Office and Research. Agora 1 Appendix 3A, Section 3: B12 Industry Liaison Office and Research. General Lab 3 Module 2	Removal of: Agora Revised Drafting: General Lab 3 Module 1
	Reduction of Film, Video and	Appendix 3A, Section 3: B3 Film, Video and Integrated Media.	Removal of: Multipurpose Teaching/Screening Room

No.	Scope Ladder Item	Current Drafting	Revised Drafting
4	Integrated Media	Multipurpose Teaching/Screening Room 1 Appendix 3A, Section 3: B3 Film, Video and Integrated Media. Equipment Storage Area 104.5 NSM	Revised Drafting: Equipment Storage Area 84 NSM
	Reduction of Painting, Drawing and Illustration	Appendix 3A, Section 3: B7 Painting, Drawing and Illustration. Total Space Requirements = 1505.8 NSM	Revised Drafting: Total Space Requirements = 1355.8 NSM (Reduction of Overall Studio Area by 150 NSM)
	Deletion of Informal Pod/Lounge and Project Studio	Appendix 3A, Section 3: B4 Interactive and Social Media Art (ISMA) Informal Pod/Lounge 1	Removal of: Informal Pod/Lounge
		Appendix 3A, Section 3: B4 Interactive and Social Media Art (ISMA). Project Studio 1	Removal of: Project Studio
	Reduction of Communications, Industrial and Interaction Design	Appendix 3A, Section 3: B6 Communications, Industrial and Interaction Design. Total Space Requirements = 1383.2 NSM	Revised Drafting: Total Space Requirements = 1283.2 NSM (Reduction of Overall Studio Space by 100 NSM)
	Reduction to Faculty Office areas	Appendix 3A, Section 3 (throughout) Faculty Offices 84 Appendix 3A, Section 3 (throughout) Faculty Offices 84 offices	Revised Drafting: Faculty Offices 74 Revised Drafting: Combine 70 single offices at 8.4 NSM into 35 double offices at 15 NSM

Mino, Lise MTIC:EX

From: Brewster, Kevin AVED:EX
Sent: Friday, April 17, 2015 12:59 PM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Marlyn Graziano; Craig Regan
Subject: RE: Response today would be appreciated

Will get back to you by 2

KB

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, April 17, 2015 12:00 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Marlyn Graziano; Craig Regan
Subject: Response today would be appreciated

Kevin, we are ready to issue the RFP for CM Services. As we do so we want to ensure that there is an indication to those who need to know that the project is moving on. Below is a draft message that we will be distributing to:

DM President Davis
KPU Board of Governors President Davis
Mayor, City of Richmond President Davis
Janet Keall, Wilson 5 Foundation Marlyn Graziano
KPU Foundation Board Chair Marlyn Graziano
Internal KPU constituents Harry Gray
Project constituents as required Karen Hearn

Please note some will receive it verbally and others via email. There will be no press release nor an announcement to the general KPU community. Our Communications person has been in contact with Rodney.

[draft]

I am writing to advise that we are embarking on the next step towards the construction of the Chip and Shannon Wilson School of Design.

Accordingly, today we have issued a Request For Proposals for Pre-Construction Management services. Over the next few months we will update you further on revised project milestones.

Please confirm that you are fine with this proceeding. As well, we are still waiting for the revised COA letter for the project.

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604 599 2442 f 604 599 2440 e karen.hearn@kpu.ca
www.kpu.ca

Please note, all Kwantlen email addresses and urls have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 11, 2014 8:40 AM
To: Nickerson, Catherine M AVED:EX
Cc: Kostov, Krassimir; Aitken, Cathy M AVED:EX; Gidget Maguire
Subject: Briefing document

Catherine, sorry for my delay in responding I have been off ill this week. We will have the draft briefing to you by Monday.

Karen
B S15

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Monday, September 08, 2014 10:37 AM
To: Karen Hearn
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: Project Board meeting

Thank you for the update Karen.

As per our discussion a week or so ago, you indicated that you are preparing a Project Background/Overview document that provides info re: KPU's project management process and due diligence' as well as detailed info re: the tender process; list of bidders; bids; contributing factors; etc.

Please let me know when this document will be ready and/or if you could share a draft with us to assist us with our internal briefings.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, September 8, 2014 9:42 AM
To: Nickerson, Catherine M AVED:EX
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Gordon Lee
Subject: RE: Project Board meeting

Catherine, this will actually work out well as the lowest bidder is anticipating it taking longer for them to arrive at the revised estimated cost. There have been several meetings with consultants and sub-contractors exploring alternatives to reduce the project budget. Things are continuing to progress well with all investing considerable time exploring options.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: September-08-14 9:33 AM
To: Karen Hearn

Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: Project Board meeting

Hi Karen,

Due to difficulties in scheduling, the first PB meeting will be deferred to the week of Sept. 22nd. Please let me know if you have any concerns/issues re: the timing of the meeting as it pertains to the negotiations that are underway.

Thank you, Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 3, 2014 11:06 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: Project Board meeting

Hi Karen,

Further to our discussion regarding the first PB meeting, Alana McMahan will be in touch with you, Alan Davis and Gordon Lee to identify a time that works for a 2 hour meeting in Victoria on Sept. 15 or 16th. We will want have the PB meeting materials ready to send out the Board members by Sept 10. As Project Board Secretariat, it will be my responsibility to coordinate the material and issue it.

Krassimir will be sending you a Project Status Report template for your reference.

We look forward to working with you on this Project Board.

Regards, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Risk Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget	Total Risk Impact							
		A positive, unplanned change to the project that has a potential impact on scope, schedule or budget	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget	Probability of risk occurring	Impact of the risk if it occurs				Score x Risk level	Current status of the risk	Who is accountable for addressing this risk	Organisation of the risk owner	What is the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response
6	Construction	Contractor defaults	Underbidding - impacts constitutes Bankruptcy Subcontractor default	Has another contractor to mid project to complete work begun. Delay in schedule. Potential cost increases.	1		7	2	7	7	Planned Response	Executive Director Facilities Services; Project Manager	KPIU	Contractors bonded for performance. Contractors to provide proof of insurance	General contractor completes work as per contract in a timely manner	Zero dollars
7	Construction	Cost overruns in capital management budget	Insufficient ongoing cost control and tracking. Unanticipated cost escalation	Inability to deliver project within budget	3	7	7	2	7	4	Planned Response	Executive Director Facilities Services; Executive Director Finance; Construction Manager; Project Manager	KPIU	Monitor costs during construction. Monitor cashflows to detect changes to project schedule. Control Change Orders. Regularly contingencies are in the budget to manage the risk. GS can remain an ongoing consultant to address non issues on an as needed basis	Identification and regular reporting of all potential project costs not using escalation. Establish and manage contingencies and reserves	Zero dollars
8	Procurement	Higher than market construction costs	Market fluctuations in materials and labour	Increased costs. Schedule delays. Contingencies consumed. GS bid a greater than estimate presented by GS requiring re-design and/or re-tendering	3	2	2	5	5	15	Planned Response	Executive Director Facilities Services; Executive Director Finance; Construction Manager; Project Manager	KPIU	Mitigate: Cost overruns not anticipated as GS was brought in early and detailed shop drawings were developed early. Having GC to get cost estimates earlier. Cost contingency in place. Design and construction contingencies in place. Pre preparation. 10% of the project is already completed on schedule.	Project delivered on budget	Zero dollars
9	Construction	Delays in receipt of funds	An accurate cashflow not developed or updated regularly. Financial requests for funds responses to requests for additional information not submitted on time or in the proper format	Funding shortages. FSD not able to process invoices in a timely fashion. Possible reputational damage. Work stoppages	1	1	1	1	1	1	Planned Response	Executive Director Facilities Services; Executive Director Finance; Project Manager	KPIU	Avoid funding shortages by development of accurate cashflow updated regularly. Establish procedure, rules and responsibilities with KPIU facilities and finance to coordinate advancement of project funds. Include necessary financial terms in contract with KPIU. Submit financial reports on time in proper format	Funds available when needed.	Zero dollars

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Risk Impact				Mitigation Score	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Quality	Reputation Impact							
		"If possible, unannounced change to the project that has a potential impact to scope, schedule or budget"	Describe any internal event that would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget												
10	Construction	Unforeseen site conditions	Embedded hazardous materials or adverse environmental impact/unknown conditions of underground utilities	Increase in costs, Schedule delays	2	1	2	2	2	4	Mitigate	Executive Director, Facilities Services, Project Manager, Prime Consultant	KPU, CPMB	80% of the site preparation work is complete. Remaining 20% in by the end of July. Mitigate by conducting site investigation, soil reports, geotechnical and civil reports by geotechnical consultants	Due diligence early in the project and throughout. Proceed with construction without delay.	Zero dollars
11	Construction	Restricted and/or special needs with respect to working conditions	Limited access in site due to security, events, other activities	Schedule delays	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager, Prime Consultant	K-U, KPMB	Mitigate with regular communications with Scheduling department and student community and project governance committee	Requests to stop construction not entertained. No delays in construction.	Zero dollars
12	Construction	Critical path milestones not met due to reasons beyond construction control	Construction delays due to weather, labour strike or shortages, scheduling safety violations, Delay in correcting deficiencies at intermediate stages of the project, Delay in commissioning, Delay in material and equipment delivery	Change in schedule, increased cash delay in completion and occupancy	3	2	2	1	2	3	Planned Response	Executive Director, Facilities Services, Project Manager, General Contractor	KPU, General Contractor	Mitigate by prioritizing tasks to achieve occupancy. Continue to use space in existing building if necessary. Shop drawings for critical path items must further to be provided earlier in the process than usual. Construction communications are processed in a timely fashion. Extended construction schedule based on consultation with industry. Ensure that the contractor prepares and follows a detailed schedule of the project start. Monitor reports to ensure the schedule is being followed.	Construction follows schedule. Occupancy when anticipated.	Zero dollars. Adequate contingencies in the budget to offset mitigation related to this risk.

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Ranking	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
		A possible, unplanned change to the project that has a potential impact to scope, schedule or budget?	Describe who the risk event would affect.	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring	Impact of the risk if it occurs				Score x Impact		Who is accountable for addressing this risk.		What's the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response.	What's the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
						Scope	Schedule	Budget	Total Risk Impact							
13	Construction	Project not completed within required timeframe	Delay in moving contract forward Construction delays Procurement delays Delay of implementation schedules Delay in connecting deliverables	Lost partnership opportunity if delayed beyond 2015 Reputational impact Delayed occupancy and loss of potential revenue from lease of vacant space.	2	2	2	2	2	14	Planned Response	Chief Advancement Officer, Director of Development, Executive Director, Facilities Project Manager	KPU	Mitigate impact of any potential delays in design, making a by maintaining open communications with KAPM and KPU	Project completed on time. Protection of donor relationship and reputation of Ministry and KPU	Zero dollars
14	Construction / Commissioning / Turnover / Service Delivery	Change management difficulties with user groups (faculty, staff, students)	General resistance to change. Reluctance of faculty, employees, students to adjust to new teaching paradigms. Faculty and students see new ways of learning and learning that are not in alignment with the building	Building doesn't align with pedagogy and expectations	3	2	1	1	1	3	Planned Response	Dean WSOD	KPU	Mitigate with regular communications such as meetings, activities, newsletters, program reviews with faculty, employees, students. Changes are happening now w/ to teaching and technology including regular open house meeting and a committee established to review technology needs for new building. Working with K1 to anticipate needs in the classroom. Funds available in Delta test lighting and furniture re-use the existing building	Building in alignment with pedagogy, expectations faculty, staff, students satisfied.	\$14K in lighting and test, funds for furniture not identified yet.
15	Construction / Commissioning / Turnover / Service Delivery	Client request design changes	Changing project vision due to anticipated advancements in technology, practices, research. Governance committees lack understanding of roles / responsibilities to manage the program and resolve inter-program issues.	Insufficient User Group direction resulting in delayed decisions and schedule delays or user group frustration or disengagement if decisions are made without their input. Scope creep. Change orders. Re-design work. Cost increases. Project delays	1	2	1	1	1	3	Planned Response	Executive Director, Facilities Services, Project Manager, Dean WSOD	KPU	Avoid delays by communicating regularly with users, implement scope and Change management processes including "scope ladder". Ensure that governance committees understand their roles and responsibilities	Shared vision amongst project participants. Decision making w/ to change orders measured against project vision, goals and objectives. Ongoing monitoring and communication of project status.	

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
		A possible impairment / trigger to the project from the potential risk event. Scope and time unchanged	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget	Probability of the risk occurring	Impact of the risk if it occurs				Score & Scale	Current status of the risk	Who is accountable for addressing this risk	Organization of the risk owner	What is the proposed risk response?	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
						Scope	Schedule	Budget	Total Risk Impact					Accept / Transfer / Mitigate / Avoid		
5	Commissioning/Handover/Service Delivery	Unmet User Group expectations	Users unclear on project vision. Changing users (new hires, new students). Evolving academic and industry practices. Poor communication with users during construction phases.	Conflict with faculty and with internal project management and external consultants and contractors. Building does not meet the needs as intended.	2	2	1	1	4	3	Planned Response	Executive Director, Facilities Project Manager, Dean, WSOU	KPU	Regular communication meetings. Extensive reporting in place through governance model to inform all participants of construction phase of project. Students & faculty well represented on different user groups.	Design will meet intended requirements.	Zero dollars
7	Commissioning/Handover/Service Delivery	Unmet Donor expectations	Lack of communication or consultation with Stakeholders. Inefficient project management plan.	Project delays. Damage to relationship with external partners. Donor withdrawal.	2	2	1	2	5	3	Planned Response	Chief Advancement Officer, Director of Development	KPU	Mitigate chances of disagreements by ensuring ongoing involvement and communication with Donor. Manage expectations. Nurture relationship.	Partnership founded on mutual trust and respect. Expectations met. Smooth program start up.	Zero dollars
18	Construction	Conflict with internal stakeholders and WSOU community	Inadequate or ineffective communications.	Lack of awareness of community interest in the project. Reputation risks. KPU perceived as not being in a safe, inclusive KPU strategic plan.	2	1	1	1	3	2	Planned Response	Executive Director, Facilities Services, Project Manager, Dean, WSOU, External Relations & Communications	KPU	Mitigate with communication plan to widely communicate project. Advertised in local papers, host community events.	Goodwill established with the community.	Zero dollars
19	Construction	Conflicts external stakeholders w/ building's appearance, location, impact on neighbouring jurisdictional aspects	Active construction may divert sightlines from architectural design.	Potential negative impact on future development projects. Impacts goodwill as expectations not met, leading to stakeholder disengagement and reputational damage.	2	1	1	1	3	2	Planned Response	Executive Director, Facilities Services, Project Manager, Dean, WSOU, Director, External Relations & Communications	KPU	Mitigate stakeholder dissatisfaction and potential misunderstandings by engaging stakeholders regularly during construction, implement communications (plan and terms of reference).	Good communication with Stakeholders. Community support.	Zero dollars

Risk Register

Risk Identification										Risk Response									
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability				Risk Impact				Risk Rating	Current Status of the Risk	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
					Probability of risk occurring	Impact of the risk if it occurs			Total Risk Exposure	Score X	Score Y	Score Z							
						Scope	Schedule	Budget											
20	Construction	Complaints of damage to neighbouring buildings due to construction related activities	Noise, traffic, construction debris, dust and other construction activities cause claims, settling or other nuisance factors to neighbouring properties	KPM staff and general contractor for energy diverted from the project to respond to complaints	4	1	1	1	1	4				Executive Director, Facilities Services, Project Manager, General Counsel, General Contractor	KPU, General Contractor	Mitigate, increase site monitoring for vibrations and settlement. Consult with internal and costly external legal and risk management counsel. External Affairs staff respond in diplomatic and consistent manner.	Possible claims on EFTs or construction's insurance. Reputational damage	\$5K - \$10K for External Legal Counsel	
21	Construction	LEED gold not achieved	Mechanical, electrical, & HVAC systems not designed to stated LEED requirements	Building not optimized, Additional costs required to achieve LEED gold. Reputational damage	3	1	1	1	1	3				Mitigate	Executive Director, Facilities Services, Project Manager, Finance Consultant	KPU, KPMG	Mitigate with continuous review of LEED, revise strategy to achieve LEED gold, engage LEED consultant, incorporate costs for an appeal into the contingency budget	LEED Gold achieved	Zero dollars
22	Commissioning/Handover	Inadequate Commissioning	Schedule delays error in design	Failure to to achieve LEED accreditation, Inadequate demonstration to Maintenance and Operations staff	1	2	2	1	2	3	Planned Response			Executive Director, Facilities Services, Project Manager, General Contractor	KPU, General Contractor	Avoid unnecessary schedule delays by ensuring Commissioning Plan/Schedule are established and incorporated into master project schedule. Establish reliable, schedule. Retain independent Commissioning Agent to lead process. Allow Facilities staff to shadow start up and performance etc. and ensure timely completion and handover of O&M manuals.	Smooth handover and transition of operations to Facilities team	Zero dollars	

Risk Register

Risk Identification										Risk Response						
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Impact of the risk if it occurs				P score x I score	Current status of the risk	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget	Total Risk Impact							
		A possible, unplanned change to the project that has a potential impact to scope, schedule or budget	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget.										What is the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response.	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
23	Commissioning/Turnover	Delay in obtaining Occupancy permit	Unforeseen City requirements; Inadequate time for testing; General contractor not completed in time for approvals	Inability to meet project opening date / start-up commitments	3	1	2	1	2	4	Planned Response	Executive Director; Facilities Services; Project Manager	KPU	Adjusted the substantial completion date by 15 weeks to allow additional time for tidy up of construction details and move planning. Begin planning for occupancy early in construction phase and include related tasks in detailed construction schedule. Avoid unnecessary delays in occupancy and increased costs by establishing clear requirements with City and roles and responsibilities of project team. Code consultant to take lead in dialogue and coordination with City. Mitigate delays with "sale to occupy" and phased occupancy back-up plans.	Ability to meet fill-up, training/orientation, opening and start-up dates	
24	Commissioning/Turnover	IET unable to support user needs	In house expertise lacking; Insufficient budget for new hires; Inadequate resources to dedicate towards supporting the project planning phase.	System may be overbuilt or beyond IET ability to support; May result in change orders	3	2	2	5	5	15	Mitigate	CIO	KPU	Faculty to hire MAC support technician; Ensure IET participates in the planning phase	System is able to support curriculum delivery	
25	Commissioning/Turnover	Users unaware of how to use the space (students for labs, employees for new space, faculty for new technology usages, new teaching modules, staff for mechanical operations.)	Inadequate communication, training.	Space developed will not match the users' requirements; Lack of user buy-in may result in repurchase equipment that is more user friendly	5	1	1	2	2	10	Mitigate	Executive Director; Facilities Services; Dean	KPU	Develop formal training programs; Ensure user groups are informed through the established governance committee	User buy in achieved	Zero dollars

Risk Register																
Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability	Impact				Risk Ranking	Notes	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
					Probability Rating	Impact Rating				Risk Score / Rating						
		A possible, unplanned change to the project that has a potential impact to scope, schedule or budget.	Describe why the risk event would occur.	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring	Impact of the risk if it occurs				Risk Score / Rating	Current status of the risk	Who is accountable for managing the risk	Organization of the risk owner	What is the proposed risk response?	What are the expected results of successfully implementing the risk response.	What is the cost of the risk response? Include the cost of developing the response and the bid or potential costs of enacting the response.
						Scope	Schedule	Budget	Total Risk Impact							
26	Construction management	Vendor risks - delay in procurement of furniture and equipment	Vendor timeline slip, Manufacturing difficulties, Delay in delivery, Specification not determined	Inability to provide furniture and equipment as required. Schedule delays	2	1	5	1	5	15	Planned Response	Executive Director handles services. Dean	CEO	Migrate to low shared purchasing procedures, Treat final furniture as a priority, Expedite, Use existing inventory	Furniture and equipment needs once received in timely manner	Zero dollars

Probability

	Description	Low end	High end	Description
5	Almost Certain	67%	99%	Event is almost expected to happen. Almost everyone has seen or heard about this happening on similar projects.
4	Likely	33%	67%	Event is common to this type of project. Most people have seen this happen before or have heard about this happening on similar projects.
3	Possible	15%	33%	Many people have seen or heard about this happening on a similar project.
2	Unlikely	5%	15%	Many would be relatively surprised if this event were to occur. Few have ever heard about this risk happening on a project.
1	Remote	1%	5%	Most have never seen this risk realized or even heard about it on a similar project.

Cost Impact

\$10,000,000 Uncommitted Project Budget

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	\$1,000,000	\$10,000,000	Budget can only be maintained by several major cuts to scope & or alternative funding sources
7	Major	7.5%	\$750,000	\$999,999	Budget can be maintained by cutting a major scope item or reducing several significant scope items
5	Significant	5.0%	\$500,000	\$749,999	Budget can be maintained by cutting a significant scope item or several limited scope items.
2	Limited	2.0%	\$200,000	\$499,999	Budget change can be accommodated by existing contingency
1	Negligible	1.0%	\$0	\$199,999	Budget change can be accommodated by existing contingency

Schedule Impact

100 Weeks Remaining

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	10.0		Major Milestones are un-attainable
7	Major	7.5%	7.5	9.9	Major Milestones are missed by a period of time
5	Significant	5.0%	5.0	7.4	Critical path tasks fall behind schedule
2	Limited	2.0%	2.0	4.9	Delays to non-critical path activities begin to effect milestones
1	Negligible	1.0%		1.9	Delays to non-critical path activities

Scope Impact

Score	Description	Description
-------	-------------	-------------

11	Catastrophic	End-product is effectively useless
7	Major	Scope becomes unacceptable to sponsor or key stakeholders
5	Significant	End-product is usable but not desirable
2	Limited	End product is usable but not optimized
1	Negligible	No noticeable impact on end product

Risk Assessment Matrix

Effect on Cost	11	Catastrophic	Increasing Probability of Occurrence					Increasing Impact to Scope, Schedule and Budget					Catastrophic
	7	Major											Major
	5	Significant											Significant
	2	Limited											Limited
	1	Negligible											Negligible
			Likelihood of Occurrence										
			Remote	Unlikely	Possible	Likely	Almost Certain						
			1	2	3	4	5						

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 28, 2014 2:42 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Communication scripts
Attachments: messaging_wilson_dec_v1.docx

Draft script for inclusion as an appendix.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

[DRAFT as of November 28, 2014]

Key message elements (to be repurposed for each piece of collateral listed below)

Bids for the construction of the Chip and Shannon Wilson School of Design building at KPU Richmond were received on July 24, 2014.

All bids received were significantly over the pre-tender budget.

KPU exercised its right to explore scope changes and price adjustments with the lowest bidder to bring the work and price within the pre-tender budget amount.

KPU has now determined that the best course of action is to cancel the tender and associated processes. Accordingly, the design team is refining the design and a new tender will be issued in May 2015.

The new schedule for the project is as follows: Construction will start in July, with a projected move-in date of December 2016 and the first classes scheduled for January 2017. It will be completed within the original maximum budget of \$36 million.

Site preparation work has been completed.

The User Committee will continue to work on planning for the move. Program enhancements will continue to be developed.

We look forward to sharing more information with you as the project proceeds.

The above communication to be delivered by President Alan Davis to:

KPU Board of Governors (conference call)

KPU Foundation Board (e-mail via the CEO of the KPU Foundation)

KPU Executive and President's Council (e-mail)

Mayor of Richmond and Richmond MLAs (phone calls)

Wilson School of Design faculty (e-mail via the Dean)

KPU employees (e-mail via University Communicator)

Ongoing communication to be developed in accordance with project milestones.

[DRAFT as of November 28, 2014]

Q&A Senior Admin (for speaking notes only, not to be distributed)

How do we know that all will go as planned this time?

A number of risk mitigation strategies have been introduced for this phase:

- A construction manager for pre-construction services will be hired to provide advice on schedule, cost and constructability during design.
- A new Quantity Surveyor firm will be hired to bring new perspective to the estimating of project costs.

- The design team will provide additional resources to support the project.
- The project will have no pre-qualification and will be presented to the general market.
- The design will be modified so that a broad range of construction firms will be able to bid on it.

Won't this cost more?

The design modifications will achieve cost savings through use of alternate material and constructability approach.

Will it still be a special building?

Review by independent Quantity Surveyors and the feedback from the lowest bidder have confirmed that a quality project is viable within our maximum budget of \$36 million.

How much were the bids over budget?

Because the project is ongoing, we cannot get into specifics at this time.

Are the Wilsons still on board?

Yes

[DRAFT as of November 28, 2014]

Message for industry partners (to be delivered as required by Dean Carolyn Robertson)

As you may know, KPU has spent the last few months exploring scope changes and price adjustments for the Chip and Wilson School of Design building at KPU Richmond.

I am pleased to tell you that a new tender will be issued in May 2015.

The new schedule for the project is as follows: Construction will start in July, with a projected move-in date of December 2016 and the first classes scheduled for January 2017. It will be completed within the original maximum budget of \$36 million.

Site preparation work has been completed.

Program enhancements will continue to be developed.

We look forward to sharing more information with you as this exciting project proceeds.

[DRAFT as of November 28, 2014]

Internal feedback plan

Questions from the general KPU community will be directed to the communications@KPU.com e-mail address, which is monitored by Communications staff.

Responses will be drafted in consultation with the appropriate senior administrator if they go beyond the scope of the key messages and supplied Q&A.

A log of all interaction will be maintained and circulated internally as required.

Questions from the Wilson School of Design faculty will be fielded by Dean Carolyn Robertson, who will respond according to the key messages and supplied Q&A. Dean Robertson will seek consultation with the appropriate senior administrator should any questions go beyond the scope of the supplied messaging.

[DRAFT as of November 28, 2014]

Media relations plan

Reactive only – provide key messages.

Spokesperson: Gordon Lee, Vice President Finance & Administration and Deputy Vice Chancellor

Additional commentary to use:

We are confident that the vision for the building will be retained.

The timeline is achievable.

We are looking forward to breaking ground in the spring.

This is an exciting time for KPU and for our Design students.

Words to avoid:

Failed

Stalled

Abandoned

[DRAFT as of November 28, 2014]

Issues management process – communications

The Chief Project Officer will prepare regular monitoring reports that are reviewed by the governance/oversight parties. This process will identify immediate risks on an ongoing basis.

If any slippage from the schedule or budget is identified, an immediate strategy will be developed to bring the project back on track.

Pro-active internal communications will be considered in any such instance and the need to proceed with a communications strategy will be evaluated on a case-by-case basis.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, December 3, 2014 2:07 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan; Marlyn Graziano
Subject: Communications Plan
Attachments: messaging_wilson_dec_v3.docx

Attached is the revised plan with our target to notify the bidders tomorrow and implement the plan. Marlyn has been working with Rodney on this and will provide him this latest version this afternoon.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

[DRAFT as of December 3, 2014]

Update regarding the construction of the Chip and Shannon Wilson School of Design building at KPU Richmond

- Bids were received on July 24, 2014.
- All bids received were significantly over the pre-tender budget.
- After a comprehensive review of the bids, it has been decided that the full tender process will be cancelled.
- We continue to work diligently on this project and will provide further information as soon as we can.

Roll-out as below.

Q&A

Does this mean the project is cancelled?

No, this announcement refers to the tender process only.

So when will the building be constructed?

We are working with stakeholders on what the next steps will be. Once those are decided, the timeline will be revisited.

Why has it taken so long to make this decision?

We have been very careful to conduct a comprehensive review of the bids.

Why aren't you telling us more?

Details about the bids received remain confidential.

Internal feedback plan

Questions from the general KPU community will be directed to the communications@kpu.com e-mail address, which is monitored by Communications staff.

Responses will be drafted in consultation with the appropriate senior administrator if they go beyond the scope of the key messages and supplied Q&A.

A log of all interaction will be maintained and circulated internally as required.

Questions from the Wilson School of Design faculty will be fielded by Dean Carolyn Robertson, who will respond according to the key messages and supplied Q&A. Dean Robertson will seek consultation with the appropriate senior administrator should any questions go beyond the scope of the supplied messaging.

Media relations plan

Reactive only – provide key messages.

Spokesperson: Gordon Lee, Vice President Finance & Administration and Deputy Vice Chancellor

ROLL-OUT: Cascade plan as below

For all communication: The tender process has been cancelled			
Contact	Who	When 1. Donor/Government 2. Prior to general announcement 3. Time of general announcement	Comments
Chip and Shannon Wilson	President Davis	(1)	Done – December 2
Provincial Government, including Minister and DM	AVED	(1)	Ongoing
Chair, KPU Board of Governors	Marlyn Graziano	(1)	Done – December 1
KPU Board of Governors	Marlyn Graziano, Board Chair Shane King	(1)	Done – December 1
Bidders	Karen Hearn	(2)	Phone call to lowest bidder followed with letters by email to all bidders
Design Team	Karen Hearn	(2.1)	Karen to Architects for them to inform the team.
Mayor City of Richmond	President Davis	(2.1)	Phone call
PUE	President Davis	(2.1)	Email
Project Management Committee	Karen Hearn	(2.1)	Email
Stuart McIlmoyle (Campus Principal)	President Davis	(2.5)	Phone or email, depending on travel schedule
KPU President's Council	President Davis	(2.5)	Email
KPU Foundation Board Chair	Marlyn Graziano	(2.5)	Phone call
Wilson School of Design Employees	Dean Robertson	(2.75)	Email
KPU Foundation Board	Marlyn Graziano	(2.75)	Email
General KPU Community	Harry Gray, Chair Steering Committee	(3)	University Communicator

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, November 19, 2014 2:46 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Contributing factors to bid overage
Attachments: A review of the bids.PB.4.docx

Catherine, further breakdown as discussed last week with Kevin and you.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kwantlen.ca
www.kwantlen.ca/facilities

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

A review of the bids and discussions with the design team, lowest bidder and Quantity Surveyor revealed potential contributing factors to the bid pricing:

- Exterior curtain wall and glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency;
 - \$6,808,391 premium over standard curtain wall approx. 38% of the bid overage
- Complex electrical and data systems and non-conventional HVAC systems;
 - \$1,844,844 premium over standard systems approx. 10% of the bid overage
- Complex, integrated structure of wood, pre-cast and poured concrete, and steel components
 - \$1,672,961 premium over cast in place concrete, approx. 9% of the bid overage
- Availability of the structural lumber;
 - \$3,486,425 premium over standard steel construction approx. 20% of the bid overage
- Timing of tender
 - tender period and extension took place in height of summer vacation period and may have reduced availability of key bidding sub contractors.
- Project schedule
 - aggressive scheduling was required to meet academic, funding and operational requirements.

Other contributing factors or anomalies:

- all of the division breakdowns indicated a higher than expected values.
- the excavation and site works is \$838,030 over the pre-tender estimate; over 104%. This portion of the work was standard design and should not have been hindered by any other forces such as delivery schedules or long lead items.
- Bird's general conditions and fees are \$3,980,000, approx. \$1,380,000 above the next lowest bidder and well above the 12% range that would be typical for a simplified construction design.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, August 15, 2014 12:56 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Gordon Lee
Subject: CSWSOD Terms of Reference
Attachments: Wilson-School-of-Design-Governance-Structure-long-version-Revised-Jan-16-2014.pdf; Wilson-School-of-Design-Terms-of-Reference-rev-2013-Sept.pdf

Catherine and Cathy, the attached may be useful to you as the Terms of Reference are developed for the Project Board. Please note the Terms of Reference document contains Terms of Reference for three separate committees, the Steering Committee, the Project Management Committee and the User Committee.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Wednesday, March 4, 2015 4:54 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn
Subject: RE: Drawings
Attachments: CSWOD ARCHITECTURAL DRAWINGS - IFT (1).pdf; CSWOD ARCHITECTURAL DRAWINGS - IFT (2).pdf; CSWSOD Structural for Tender.pdf

Katherine,
Drawings as requested.

Craig Regan
Director, Planning and Construction, Facilities Services Kwantlen Polytechnic University t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca www.kpu.ca This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

-----Original Message-----

From: Karen Hearn
Sent: Wednesday, March 04, 2015 4:46 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Drawings

Craig, is forwarding architectural and structural tender drawings right away. We do not have things separated out.

Karen

-----Original Message-----

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Wednesday, March 04, 2015 3:04 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX
Subject: Re: Re-design

Thanks Karen.

Would it be possible to get drawings of the original /tendered structure and curtain wall (today)?

Catherine

Sent from my iPhone

On Mar 4, 2015, at 11:50 AM, "Karen Hearn" <Karen.Hearn@kpu.ca<<mailto:Karen.Hearn@kpu.ca>>> wrote:

Re-design assumptions

- a. the double skin envelope on the west façade to be redesigned to a standard single skin curtain wall,
- b. that the in-floor HVAC distribution system is removed and redesigned to a more standard HVAC distribution approach, and
- c. the composite wood/concrete component is redesigned for a simpler construction method.

<image001.jpg>

Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca<<mailto:karen.hearn@kpu.ca>>
www.kpu.ca<<http://www.kpu.ca/>>

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 5:31 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: FW: need confirmation that the attached document is the legal opinion from Clark Wilson LLP
Attachments: s.14

Catherine, see attached.

Karen

Hi Karen and Craig,
Do you have a final report from Clarke Wilson re: discontinuing negotiations with the low bidder and the Bid?

Thank you, Catherine

Page 174 to/à Page 198

Withheld pursuant to/removed as

s.14

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 30, 2014 3:27 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Draft Briefing Note
Attachments: BRIEFING NOTE Mtng #3.docx

Attached is the work so far. It would be appreciated if you can identify any gaps of information and we will work on adding them. We still have formatting to do and some further edits and likely have a section to add regarding legal review. This is progress to date, and your suggestions will help us to use our time productively as we complete the document.

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

BRIEFING NOTE

PREPARED FOR:

Project Board

Kwantlen Polytechnic University

Chip & Shannon Wilson School of Design Building Project

ISSUE:

To determine the procurement process for the building project to advance.

BACKGROUND:

The Chip & Shannon Wilson School of Design Building Project bids all came in significantly over the pre-tender construction budget. As per Supplemental Condition 1.4 (excerpt below)

PART 1.4 PROJECT SPECIFIC AMENDMENTS

The Articles of Agreement Between Owner and Contractor, the General Conditions of the Stipulated Price Contract CCDC2 -2008, the BCDC-2(E), 2013 Instructions To Bidders and Supplementary Conditions together with the following alterations and additions shall apply in their entirety to the Contract.

In the event that all bids received are over budget, then Kwantlen, at its sole discretion, may negotiate with the low bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount. If negotiations with the low bidder are unsuccessful, Kwantlen at its sole discretion, may negotiate with the next lowest bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount or may cancel the tender and not award a contract.

KPU exercised its right to enter into discussions with the lowest bidder, Bird Construction Company Limited (Bird) to determine scope changes to bring the project within the pre-tender budget estimate. These discussions have been underway since early August and to date have not succeeded in bringing the project within the pre-tender construction budget of \$23 million.

Risk mitigation steps were in place to minimize the risk of cost overruns. The mitigations included that the Quantity Surveyor did not anticipate any overruns, detailed shop drawings were developed early to allow the General Contractors more information for their cost estimates for the wood components of the building and both design and construction contingencies were in place. At the time of the tender site preparation work representing 10% of the project scope had already been completed on schedule.

Procurement options to ensure the project is completed by December 2016 and within total project budget of \$36 million have been analyzed and a recommendation is ready for the Project Board's review.

DISCUSSION:

Why was a Design, Bid, Build procurement alternative used for the project?

KPU in the project Business Case identified the procurement approach of design, bid, build (DBB) for this project leveraging its past success with over \$135 million in major capital projects completed since 2005 utilizing this approach to procurement. Included within these capital projects were the first two LEED gold building projects in the City of Surrey with KPU's Cloverdale Tech campus and the Surrey Campus Coast Capital Library building.

Partnerships B.C. who reviewed the project prior to approval to proceed indicated that either a design, bid, build (DBB) or design, build (DB) procurement method would be appropriate for the Chip & Shannon Wilson School of Design building project.

Where are we now with negotiations with the lowest bidder?

Extensive efforts by all parties have taken place though not resulted in bringing the project within pre-tender budget. Activities have included:

- August 14th Bird identified their willingness to explore alternatives to the scope of the project to bring it within the pre-tender estimate of \$23 million.
- August 22nd a high level list of potential scope changes was provided by Bird to KPU and the design team.
- August 26th Four hour meeting with Bird, design team and KPU representatives to review potential scope changes and determine which to explore further.
- Subsequent to the August 26th meeting numerous meetings took place with Bird, the design team, KPU and often included potential sub-contractors who collectively examined various alternatives to reduce the project cost.
- Sept. 26th Bird provided a revised project cost estimate based upon the identified potential scope changes. The project still was not within the pre-tender budget of \$23 million.
- Two independent Quantity Surveyor reviews along with the Architects review of the revised project cost estimate indicated that elements of the revised pricing seemed to be above industry standard. In particular the General Conditions were approximately double what are expected.
- October 22nd a follow up meeting with Bird, MHPM and KPU discussed the Quantity Surveyor reports, the proposed additional potential cost savings and identified KPU's need for cost certainty in the near term. Bird identified that cost certainty is not possible until the drawings and specifications are all updated and re-tendering to the sub-trades takes place.

Bird has indicated their understanding that KPU are under no obligation to Bird through the negotiations. Oct. 22nd Bird reaffirmed their willingness to continue negotiations with KPU and they acknowledged their risks in doing so.

At the October 22nd meeting Bird identified they will prepare a more complete project schedule including potential work packages, tender dates, etc.

At this time there is concern that continuing to negotiate with Bird will not ensure that:

- the best value will be achieved
- the schedule will be met

- the project will come within the pre-tender estimate including all non-owner change orders
- cost certainty will be achieved until all re-design is completed
- pricing will be based on competitive pricing (not sole sourced)

What lead to the project bid prices being so much above the pre-tender budget estimate?

Potential contributing factors to the bids exceeding the pre-tender estimate include:

- the complex, integrated structure of wood, pre-cast and poured concrete, and steel components
- the availability of the structural lumber
- the exterior glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency
- complex electrical and data systems and non-conventional HVAC and controls systems
- the timing of the tender
- the project schedule

Underlying this was the relative scarcity of the sub-contractors and skilled labour for some of the innovative elements, the aggressive timeline, and the proposed (wet) season for construction. The sub-contractors appeared to see this as a high risk and complex project.

Altus Group in their review of the original tender results identified that, "The original tender appears to have the markings of a market being overheated where contractors tender at unrealistic levels".

MHPM conducted a review of the supplemental conditions to the tender and identified that they did not constitute an abnormal or excessive transfer or risk to the pre-qualified bidders. This was also substantiated by the bidders themselves having not submitted a single question of clarification throughout the seven week tender period.

Procurement options analysis

Goal: to deliver a project that will result in the greatest value for money on both a quantitative (financial) and qualitative basis.

Below is a summary of the procurement options reviewed to support moving the project forward within the maximum \$36 million budget and requirement for completion by December 2016.

See Appendix XYZ for the full options analysis.

	SCHEDULE	COST	QUALITY	RISK	TOTAL
--	----------	------	---------	------	-------

OPTION 1 Negotiate with low bid General Contractor.	January 2017 Protracted negotiations and review erodes schedule prediction.	Realization of 100% of proposed cost savings highly improbable. Major assumptions can't be mitigated until redesign is complete.	Level of quality uncertain due to major design assumptions.	Reputational risk for KPU if unable to confirm best value of schedule, cost and quality.	
SCORE	0	2	1	1	4
OPTION 2 Cancel tender, redesign and retender	November 2016	Open market pricing, validated by QS. Cost certainty for owner.	Constructability knowledge gained during negotiations can be applied to new design.	KPU has successful experience. Clean approach.	
SCORE	2	4	4	4	14
OPTION 3 Cancel, redesign and CM as agent	October 2016 Process can expedite schedule	Increased cost costs for multiple tenders, legal, subtrade contracts and administration.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design	CM takes no risk. New form of contract for KPU, intensive tender & review process will increase admin time.	
SCORE	3	3	5	2	13
OPTION 4 Cancel, redesign with pre-con services and tender	November 2016 Will benefit from CM input.	Costing control through QS and CM.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design. CM input.	KPU has successful experience. Accesses specialized pre-construction services.	
SCORE	2	4	5	4	15
OPTION 5 Cancel, redesign and retain CM at risk	September 2016 Concurrent tasks may improve delivery.	Costing control through QS and CM. Increased soft costs for multiple tenders, legal fees, etc. No certainty at time of early works contracts.	Consultant and owner oversight of design. CM incentivized to push quality expectations down.	CM has limited cost risk. Separate contracts require additional admin by CM.	
SCORE	4	3	3	2	10
OPTION 6 Cancel and proceed as Design Build	June 2017 Requires extensive design, review negotiations and approval time.	Apply affordability and quality ceilings in DB RFP. Higher consultants' fees. Current knowledge and value of work to date is lost.	Owner must identify quality expectations.	Transfers cost and schedule risk at award. Does not leverage design investment to date.	
SCORE	0	3	3	2	8

Recommended procurement option

It is recommended to proceed with Option 4 which cancels the tender, completes the re-design with the services of a pre-construction manager and re-tenders to the market place. The pre-construction manager involved throughout the re-design will ensure the construction industry perspective is included and the design is easy and affordable to construct within the available schedule and budget

Option 4 Pros:

- Legal opinion confirms KPU's right to cease negotiations and cancel tender.
- Process benefits from CM schedule, constructability and costing advice during re-design process and independent validation of value analysis ideas generated to-date from Low Bidder negotiations.
- Achieves cost certainty for partners by leveraging CM/QS cost control during re-design culminating in a competitive tender process.
- Well understood process and contract ultimately achieves partner and stakeholder schedule requirements.
- Maximizes owner oversight during design and ability to ensure campus quality standards are consistently addressed
- Improves schedule certainty. Straight forward, well understood process supports project completing in accordance with schedule requirements.

Option 4 Cons:

- Pricing at time of tender is subject to market forces.
- Minimum schedule contingency.
- Pre-qualification RFP doesn't have an "out" clause. Potential claim for lost profit if one of four pre-qualified bidders is not selected.

To mitigate risks for the project the following strategies have been employed:

- New Quantity Surveyor to provide 2nd review and narrative of cost savings proposals
- Legal opinions supporting the right to negotiate, right to cancel tender and contract obligations.
- Construction Manager for pre-design services provides procurement and construction industry expertise
- Project Board oversight, providing direction and key decision-making for the project
- AVED cashflow of funds in fiscal 15/16 to continue as per COA.
- Fifth floor as an alternate price could be interpreted as not changing the project scope and could provide option for additional cost savings.
- Not pre-qualifying General Contractors for the re-tendering will increase competition and heighten market interest.

- Re-tender on BC Bid will increase exposure to competitive market.
- Simplifying design will provide for ease of construction, costing efficiencies and adherence to the required schedule.

Communications required

With a decision to cancel negotiations with the lowest bidder and a launch of the re-design process there is a need to provide an updated communications message regarding the project to:

- The bidders
- The Internal KPU community
- Political contacts associated with the project
- The donor

It is recommended to remain silent to the general public until the contract is awarded for the building construction.

Next steps:

To KPU Board of Governors for review and support of the Project Board's approved motions.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 14, 2014 4:11 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Draft communication plan
Attachments: Wilson School of Design_comms framework_nov2014_v1.docx

Here is the draft plan for review and input.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

**WILSON SCHOOL OF DESIGN
COMMUNICATIONS FRAMEWORK
NEXT STEPS AS OF NOVEMBER 14, 2014**

OVERVIEW:

1. There are two essential elements to communicate:
 - a) Negotiations with the low bidder will cease.
 - b) The project will be re-tendered (finals details of the go-forward plan still to be resolved).
2. Ideally, these two elements will be communicated simultaneously. Two-stage messaging can be accommodated if necessary.
3. Messaging to lowest and other bidders will be drafted by legal counsel. This messaging will be parroted in communications to other stakeholders as needed.

REQUIREMENTS:

1. First communication for both a) and b) above will be with the donor. For discussion related to b), it is imperative that the donor be presented with a single scenario regarding an updated timeline.
2. The Ministry will be advised immediately of the donor's response and a stop-go analysis on further communication will be conducted prior to initiating further steps.
3. Donor concerns will be addressed prior to any next steps being taken.
4. A further stop-go analysis will be required as initial stakeholders are consulted. These include the Ministry and other Government stakeholders and the KPU Board of Governors.

COLLATERAL TO BE DEVELOPED (all documents aligned, many to be re-purposed for various target groups):

1. Messaging to the donor (script for telephone conversation, confirmation email).
2. Messaging to the KPU Board of Governors (likely via telephone conference, script required).
3. Messaging to KPU Foundation Board (email, follow-up telephone conference if deemed necessary).
4. Messaging to KPU Executive, President's Council (email).
5. Messaging to City of Richmond, Richmond MLAs (telephone calls).
6. Speaking notes, Q&As for KPU Senior Administration (not for general distribution).
7. Statement to all internal KPU stakeholders (email via University Communicator).
8. Messaging to the Wilson School of Design faculty and committees (email from Dean, script for face-to-face meetings).
9. Messaging to industry partners of the Wilson School of Design (statement to be prepared for delivery as/if required).
10. Internal feedback plan.
11. Media relations plan (reactive).
12. Issues management plan.

BASIC MESSAGE ELEMENTS:

1. Bids for the construction of the building at KPU Richmond were received on July 24.
2. All bids received were well over the pre-tender budget.
3. KPU exercised its right to explore scope changes and price adjustments with the lowest bidder to bring the work and price within the pre-tender budget amount.
4. KPU has now determined that the most prudent course of action is to cancel the tender and associated processes.
5. In KPU's judgment, a fresh start is warranted.
6. Accordingly, XXXXXXXX (to be fleshed out once the next step is determined).
7. It is anticipated that construction will now start on XXXXXXXX, with a new completion date of XXXX.
8. In the meantime, the User Committee will continue to work on technology, furniture and equipment needs. Program enhancements will continue to be developed.
9. We will share more information with you as soon as we are able.

ROLL-OUT: Cascade plan as below

For all communication: Key messages to be developed			
Contact	Who	When 1. Donor/Government 2. Prior to general announcement 3. Time of general announcement	Comments
Chip and Shannon Wilson	President Davis	(1)	Telephone call, follow-up email, face-to-face as/if required
Provincial Government, including Minister and DM	AVED	(1)	AVED Communications to liaise as needed with KPU Communications
Chair, KPU Board of Governors	President Davis	(2)	Telephone call
KPU Board of Governors	President Davis, Board Chair Shane King	(2)	Conference call
Mayor City of Richmond	President Davis	(2)	Phone call
Richmond MLAs	President Davis	(2)	Phone calls
PUE	President Davis	(2)	Email
Stuart McIlmoyle (Campus Principal)	President Davis	(2)	Phone or email, depending on travel schedule
KPU President's Council	President Davis	(2.5)	Email
Project Management Committee	Karen Hearn	(2.5)	Email
KPU Foundation Board Chair	Marlyn Graziano	(2.5)	Phone call
KPU Foundation Board	Marlyn Graziano	(2.75)	Email
Wilson School of Design Employees	Dean Robertson	(2.75)	Email
General KPU Community	President Davis	(3)	University Communicator
Design Team	Karen Hearn	(3)	Karen to Architects for them to inform the team.
Industry Partners – Wilson School of Design	Dean Robertson	(3.5)	Emails, telephone conversations, face-to-face as/if required

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 17, 2014 11:36 AM
To: 'Karen Hearn'
Cc: Aitken, Cathy M AVED:EX
Subject: DRAFT KPU SoD Project Board Terms of Reference - September 17 2014
Attachments: DRAFT KPU SoD Project Board Terms of Reference - September 17 2014.docx

Hi Karen,

Attached, please find the Draft Terms of Reference for the Project Board.

Please let me know if you have any comments/questions.

Catherine

Kwantlen Polytechnic University – Chip & Shannon Wilson School of Design

**Project Board
Terms of Reference**

Background

In November 2012, Kwantlen Polytechnic University (the University) received Treasury Board approval for provincial funding of up to one-third of the total project capital costs, to a maximum of \$12 million, towards the construction of a new \$36 million dollar School of Design at the Richmond Campus. The \$36 million total project costs are to be equally shared between the Ministry of Advanced Education (the Ministry), the University and private donors Chip and Shannon Wilson and *lululemon athletica*. In return for the \$12 million donation, the school is to be named the “Chip and Shannon Wilson School of Design” (CSWSOD).

The Ministry has established a project board to oversee the project.

The Project Board will be chaired by Kevin Brewster, Executive Lead, Ministry of Advanced Education, and include other representatives from the Ministry, the University and Partnerships BC.

The Ministry will be Secretariat to the Project Board, and coordinate all meetings and distribution of materials for Project Board members.

Role and Function of the Project Board

The Project Board is responsible to provide overall direction and key decision-making for the CSWSOD Project, with particular reference to scope, budget, schedule, and communications.

The Project Board will receive progress reports from the Chief Project Officer (CPO) and provide advice and guidance to the CPO on all matters pertaining to the management of the scope, budget, schedule and communications for the CSWSOD Project.

Project Board direction is required for:

- Any material deviation from the budget and schedule approved by the Ministry and Treasury Board;
- Execution of key contracts; and,
- Execution of any material change orders.

Communications

Project Board approval is required for:

- The Project communications plan;
- Any significant deviations from the communications plan; and
- The messaging and processes to address any politically sensitive/controversial issues. This input will be provided to the Ministry’s Communications Office.

Accountability

- The Project Board will report directly to the Ministry.
- The CPO is accountable to and takes direction on project –related matters from the Project Board Chair.

Membership

- Kevin Brewster, Executive Lead, Ministry of Advanced Education (Chair)
- Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
- Michael Houle, Partnerships BC
- Alan Davis, President, Kwantlen Polytechnic University or alternate:
- Gordon Lee, Vice-President Finance, Kwantlen Polytechnic University

Support to the Project Board

- Project Board Secretariat, Catherine Nickerson, Director, Ministry of Advanced Education
- Chief Project Officer– Karen Hearn, Director Facilities, Kwantlen Polytechnic University

Project Board Member Roles and Responsibilities**Chair Responsibilities**

The Chair will:

- Call Project Board meetings;
- Approve agendas;
- Provide direction as required to the membership regarding committee responsibilities;
- Issue and approve agendas and minutes for PB meetings; and,
- As required, request independent advice on different aspects of the project.

Role of the Chief Project Officer

The Chief Project Officer is:

- Accountable to the Project Board;
- Responsible for leading the project team;
- Responsible for all elements of the project including scope, schedule, budget, procurement and communication/consultation; and,
- To provide regular status reports to the Project Board on the progress of the project in relation to the project scope, schedule and budget.

Role and Function of the Project Board Secretariat

- All materials to be distributed to Project Board members must go through the Secretariat. The Secretariat will review all materials before distribution to the Project Board.
- Decisions made by the Project Board members outside regular scheduled Project Board meetings must involve the Secretariat in order to accurately document any actions and/or decisions.

Meeting Frequency

- Bi-monthly meetings or as required.

Meeting Quorum

A Quorum shall consist of:

- Chair;
- One member or alternate from the University; and,
- One member or alternate from the Ministry.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 11:33 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Fairness report re re-tender
Attachments: Opinion KPU_next_step_process.pdf

Page 214 to/à Page 215

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, October 15, 2014 10:11 AM
To: Nickerson, Catherine M AVED:EX
Cc: Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: s.14
Attachments:

s.14

Karen

Page 217

Withheld pursuant to/removed as

s.14

KPU CHIP & SHANNON WILSON SCHOOL OF DESIGN

Appendix 1

Revised Project Schedule - DRAFT April 24, 2015

ID	Task Name	Duration	Start	Finish
1	Project Re-Initiation	36 days	Wed 4/1/15	Fri 5/22/15
2	Publish RFP Pre- Construction Management (CM) Services	2 wks	Mon 4/6/15	Fri 4/17/15
3	Close RFP's	13 days	Fri 4/10/15	Tue 4/28/15
4	Evaluation of submissions	3 days	Wed 4/29/15	Fri 5/1/15
5	Interview short listed firms	1 day	Wed 5/6/15	Wed 5/6/15
6	Receive fee proposal for Architectural Redesign Services	1 mon	Wed 4/1/15	Tue 4/28/15
7	Revised Donor agreement	1 mon	Fri 4/3/15	Fri 5/15/15
8	Revised Redesign Services Fee Proposal	1 mon	Fri 4/3/15	Tu 4/28/15
9	Approvals to award QS, CM and Redesign (PB)	2 wks	Thu 5/7/15	Fri 5/22/15
10	Redesign	150 days	Mon 6/8/15	Wed 1/13/16
11	Redesign Phase R1 - DD	50 days	Thu 6/11/15	Fri 8/14/15
12	All Consultants Redesign Kick-off Meeting	1 day	Thu 6/11/15	Thu 6/11/15
13	Redesign Concept Definition Report	6 wks	Mon 6/8/15	Fri 7/17/15
14	Submit Owner Initiated Changes	0 days	Fri 6/26/15	Fri 6/26/15
15	Redesign Cost Review	2 wks	Mon 7/20/15	Fri 7/31/15
16	KPU Technical Review	1 wk	Mon 8/3/15	Fri 8/7/15
17	Revised Redesign Concept Definition Report	1 wk	Mon 8/10/15	Fri 8/14/15
18	Redesign Phase R2 - CDs	100 days	Fri 8/14/15	Wed 1/13/16
19	Prepare & Coordinate Construction Documents	15 wks	Mon 8/17/15	Fri 11/27/15
20	Finalize Owner Initiated Changes	0 days	Fri 8/14/15	Fri 8/14/15
21	90% Cost Estimate	2 wks	Mon 11/16/15	Fri 11/27/15
22	90% Document Review	2 wks	Mon 11/16/15	Fri 11/27/15
23	Approvals to proceed to tender (PB/KPU BoG)	4 wks	Mon 11/30/15	Wed 1/6/16
24	Final Coordination & Tender Document Prep	5 wks	Mon 11/30/15	Wed 1/13/16
25	Issue Revised Building Permit Docs	0 days	Wed 1/13/16	Wed 1/13/16
26	Issue Tender Documents	0 days	Wed 1/13/16	Wed 1/13/16
27	Procurement	61 days	Wed 1/13/16	Thu 4/7/16
28	Post Tender Documents to BC Bid	0 days	Wed 1/13/16	Wed 1/13/16
29	Tender Process	4 wks	Thu 1/14/16	Wed 2/10/16
30	Tender Close	1 day	Thu 2/11/16	Thu 2/11/16
31	Approval to award (PB/TB/KPU BoG)	4 wks	Fri 2/12/16	Thu 3/10/16
32	Notice of Award	0 days	Thu 3/10/16	Thu 3/10/16
33	Contract Assemble, Submittals, Review and Execution	4 wks	Fri 3/11/16	Thu 4/7/16
34	Construction	450 days	Fri 4/8/16	Thu 12/28/17
35	Mobilization	2 wks	Fri 4/8/16	Thu 4/21/16
36	Construction (substantial completion)	19 mons	Fri 4/22/16	Thu 10/5/17
37	Commissioning (LEED)	10 wks	Fri 8/11/17	Thu 10/19/17
38	Occupancy & Substantial Completion	0 days	Thu 10/5/17	Thu 10/5/17
39	Constructon Completion and Deficiencies	12 wks	Fri 10/6/17	Thu 12/28/17
40	LEED Construction Documents Submission	8 wks	Fri 10/6/17	Thu 11/30/17
41	Project Acceptance + Turnover	60 days	Fri 10/6/17	Thu 12/28/17
42	FF&E	12 wks	Fri 10/6/17	Thu 12/28/17
43	Training	8 wks	Fri 10/6/17	Thu 11/30/17
44	Move in	4 wks	Fri 12/1/17	Thu 12/28/17
45	Start of Classes	0 days	Wed 1/3/18	Wed 1/3/18

Chip & Shannon Wilson School of Design Building Project - Revised Project Estimate

May 2015

Appendix 2

Soft Costs	Class A Estimate (pre-tender) April 2014	Nov. 28/14	May 14/15
Development Costs - permits (City of Richmond)	\$800,000	\$800,000	\$800,000
total	\$800,000	\$800,000	\$800,000
Insurance, testing .9%	\$220,000	\$220,000	\$220,000
total	\$220,000	\$220,000	\$220,000
Design & Engineering Fees	\$2,878,000	\$4,001,178	\$4,001,178
Redesign fees			
• Architectural (maximum \$500,000)			
• Consultants (maximum \$463,500)			
total	\$2,878,000	\$4,001,178	\$4,001,178
Soft Costs & KPU Admin, moving LEED	\$733,000		
Project Management		\$544,395	\$544,395
CM for pre-con services		\$75,000	\$75,000
Cost consultant (JBA/SSA and Altus)		\$118,289	\$118,289
Traffic Consultant		\$12,072	\$12,072
Geotechnical Consultant (Levelton)		\$115,652	\$115,652
Legal (Clarke Wilson)		\$64,900	\$64,900
Consultants Selection Advisor (EranGeo)		\$51,412	\$51,412
Procurement Consultant (MHPM)		\$116,062	\$116,062
Project Management Advisor (TBA)		\$150,000	\$150,000
Code Consultant alternate solution (GHL)		\$37,810	\$37,810
Commissioning Agent (MDT)		\$91,000	\$91,000
Space Programming (ECS)		\$92,481	\$92,481
total	\$733,000	\$1,469,073	\$1,469,073
FF & E	\$3,598,000	\$3,598,000	\$3,598,000
AV, VIA Walls, Specialty Equipment, signage, lockers.			
total	\$3,598,000	\$3,598,000	\$3,598,000
GST 1.65%	\$403,000		
GST Rebate		-\$156,000	-\$156,000
total	\$403,000	-\$156,000	-\$156,000
Construction Contingency 5.5%	\$1,328,000	\$1,328,000	\$1,328,000
Re-design Contingency 5.5%			\$1,328,000
Project & Soft Cost Contingency 5% (less design, consultant fees)	\$1,453,000	\$329,822	\$329,822
Post Occupancy Contingency	\$150,000	\$150,000	\$150,000
total	\$2,931,000	\$1,807,822	\$3,135,822
TOTAL SOFT COSTS	\$11,563,000	\$11,740,073	\$13,068,073

Construction Costs	Class A Estimate (pre-tender) April 2014	Nov. 28/14	May 14/15
Site Preparation Contract			
demolition, vibro densification, stone columns, new loading dock.		\$1,441,923	\$1,441,923
TOTAL SITE PREPARATION COSTS	\$1,200,000	\$1,441,923	\$1,441,923
New Building Construction	\$21,330,000	\$21,330,000	\$20,002,000
base building			
Site Development & Existing Building	\$1,546,300	\$1,200,000	\$1,200,000
parking, paving, hard/soft landscape, site interface			
Offsite Works	\$350,000	\$250,000	\$250,000
driveway and crosswalk upgrade			
TOTAL CONSTRUCTION COSTS	\$23,226,300	\$22,780,000	\$21,452,000
TOTAL PROJECT COSTS ESTIMATE	\$35,989,300	\$35,961,996	\$35,961,996

Additional Services Work Request

KPMB

ASWR No. 111
 To: Kwantlen Polytechnic University
 Attn: Craig Regan, Director, Facilities Planning & Construction
 From: Geoffrey Turnbull
 Project: Chip and Shannon Wilson School of Design Proj no. 1514
 Date: 14 May 2015 Pg 1 of 3

1.0 Assumptions

- 1.1 This request is based on the draft schedule, KPU CSWSOD Revised Project Schedule - DRAFT, attached.
- 1.2 "Political Work" is defined as services related to: rezoning, community consultation, environmental officials or other government officials, by-law amendments, or Official Plan amendments, and is to be done on an hourly basis as required.
- 1.3 Fundraising and marketing is excluded from the scope of service and invoiced at our hourly rates, as required.
- 1.4 Once the scope and schedule have been finalized, we will provide a quote for the balance of the work for this project, beyond the re-design phase.

2.0 Base Scope Definition

- 2.1 This request addresses three (3) areas of scope that together comprise the Base Scope of redesign work for the Chip and Shannon Wilson School of Design project at KPU. These three scopes are:
 1. Redesign composite wood/concrete floor system
 - a. Revise precast concrete specification to allow for the substitution of cast-in-place concrete.
 - b. Change precast concrete floor panels to engineered wood or cement board panels.
 - c. Revise the specification for the engineered wood floor panels to allow for alternate engineered wood panel products (LVL, CLT & GLT).

Requested by: Geoffrey Turnbull
 Estimated Cost: \$689,525.00 plus applicable expenses and taxes
 Approved:

Kwantlen Polytechnic University

KPMB Architects

Date

14 May 2015

Date

Please sign the enclosed copy and return it to us at your earliest convenience to facilitate progress on this work.

2. Redesign in-floor HVAC ductwork displacement system
 - a. Delete in-slab ductwork, exterior dampers and associated building controls for east, west and south facades.
 - b. Add ventilation air distribution ducts.
 - c. Delete outdoor air ventilators on east and south facades.
3. Redesign unitized double wall curtain wall system
 - a. Delete west exterior double façade glass screen and supports on Levels L1 – L3.
 - b. Redesign exterior solar shading system to work with new façade design.

3.0	Fee for Additional Work	
3.1	Architectural Re-Design Services	\$389,525
3.2	Allowance for Sub-Consultant Re-Design Services ¹	\$300,000
3.3	Total	\$689,525
3.4	Estimated allowance for Reimbursable Expenses through the Re-Design Phase ²	\$ 45,850

Notes:

- ⁽¹⁾ Sub-Consultant Fee Proposals are not available at the time of writing of this AWSR. This Allowance estimates the total value of sub-consultant work required for the re-design. Any unused portion of the Allowance will be added to the Allowance for Work beyond Basic Scopes in AWSR 112, maintaining the Maximum Up-Set Limit in AWSR 112.
- ⁽²⁾ Expenses are in addition to the fees quoted and will be invoiced in accordance with the terms of the Prime Agreement.

Additional Services Work Request

KPMB

ASWR No. 112

To: Kwantlen Polytechnic University

Attn: Craig Regan, Director, Facilities Planning & Construction

From: Geoffrey Turnbull

Project: Chip and Shannon Wilson School of Design **Proj no. 1514**

Date: 14 May 2015 **Pg 1 of 2**

1.0 Assumptions

- 1.1 This request is based on the draft schedule, KPU CSWSOD Revised Project Schedule - DRAFT, attached.
- 1.2 "Political Work" is defined as services related to: rezoning, community consultation, environmental officials or other government officials, by-law amendments, or Official Plan amendments, and is to be done on an hourly basis as required.
- 1.3 Fundraising and marketing is excluded from the scope of service and invoiced at our hourly rates, as required.

2.0 Additional Scope Definition

- 2.1 This section references the Base Scope of redesign work, elucidated in ASWR 111, Section 2.0 Base Scope Definition.
- 2.2 It is anticipated that areas of redesign scope may arise in the due course of investigation and collaborative decision making defined in the Base Scope. These areas of scope beyond the Base Scope, subject to client approval, will be called Additional Scope(s).
- 2.3 It is proposed that all work associated with Additional Scope(s) be billed at hourly rates, in accordance with the terms of the Prime Agreement, to a maximum defined as the Allowance for Additional Scopes.
- 2.4 The Allowance for Additional Scopes in addition to the value of ASWR 111 define a Maximum Up-Set Limit for the redesign work associated with Chip and Shannon Wilson School of Design project.

3.0 Fee for Additional Work

3.1 Allowance for Additional Scopes	\$228,125
3.2 Maximum Up-Set Limit (combined value of ASWR 111 + ASWR 112)	\$963,500
3.3 Maximum Up-Set Limit for Architectural fees within ASWR 111 + ASWR 112	\$500,000

Requested by: Geoffrey Turnbull

Estimated Cost: \$228,125.00 plus applicable expenses and taxes

Approved:

Kwantlen Polytechnic University



KPMB Architects

Date

14 May 2015

Date

Please sign the enclosed copy and return it to us at your earliest convenience to facilitate progress on this work.

Chip & Shannon Wilson School of Design

Preliminary Downward Scope Ladder

Target reduction is _____% of the construction budget

Initial Potential Items

- Delete north staircase
- Eliminate fit out of 5th floor interior leaving space as a shell with heating, power for construction lighting
- Replace custom millwork pivoting partitions with an alternative product
- Eliminate hard landscaping on 4th floor
- Eliminate 2nd elevator

Consider When More Information Available

- Remove studio millwork
- Eliminate installation of some green roof area (need LEED consultant confirmation)
- Eliminate kitchens
- AV & Security package
- Reduce number of glass doors
- Replace wood ceiling tile with standard tile
- Floor mounted outlets – consider drops from ceiling
- Genset & fire pump – reduce or eliminate (May be possible with new air distribution approach)

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, March 4, 2015 11:53 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: FW: Chip & Shannon's vision for building
Attachments: Meeting Notes-Wilsons-Dec 17-2012.pdf

From: Karen Hearn
Sent: Saturday, April 06, 2013 8:34 AM
To: Linda Gomes
Cc: Jane Fee
Subject: FW: Chip & Shannon's vision for building

Linda, I am not sure if these are already on the Steering and Project Management Committee sharepoint sites. If not please put them there. Jane, I think these would be of interest to the User Committee.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kwantlen.ca
www.kwantlen.ca/facilities

Meeting Notes – Monday, December 17
Re: Initial thoughts on Chip and Shannon Wilson School of Design

Participants:

Karen Hearn, Executive Director, Facilities Services, KPU
George Verghese
Gina Cuthbert
Shannon Wilson
Chip Wilson

Following is a summary of input provided by Shannon and Chip Wilson with respect to their vision for the Chip and Shannon Wilson School of Design. The information will assist KPU in the drafting of the RFP for the design team:

Style:

- Westcoast Modern style, incorporating wood, cement, glass.
- Industrial, but comfortable. Warmth created by use of wood and other finishes.
- Strong connection to the outdoors / with gathering space outside.
- Function is the priority, and then make it beautiful. Focus on the user.
- Linear.
- Open feeling of space.

Important Elements:

- Observe and learn from creative companies' foyers, offices and meetings and the purposeful activities that occur there.
- The creation of meeting spaces must be a purposeful action within the space; the building should encourage interaction and creativity.
- The entry/ foyers and offices should be welcoming, engaging and inspiring, as well as functional. The front door is important. Should convey the message "this is the place I want to be". Light coming down from central atrium. Staircase may have a design element to it; elevators need space for people to flow.
- Inner connection between the floors.
- Does not need to be expensive – but should be constructed to be easy to maintain, 'age well' and not date over time. Selection of materials is important for this. Architect should be challenged to anticipate future changes and needs. Materials should age well "patina" and not look dated therefore giving a sense of quality.
- Lighting is important – both for the detailed work that will be completed in studios, but also to bring a sense of energy into student spaces. Light from the ceiling/skylights.
- Connection to the outdoors is critical, must be gathering spaces for students outside (wood or cement benches, no smoking). Trees and beautiful landscaping. Consider the vistas.

- For industry – ensure the building is accessible, plenty of parking, areas where industry people could work prior to or after an event/activity on campus, conference space for video calls or Skype.
- People congregate in round or oval spaces – incorporate areas to encourage this.
- Women's washrooms – need more and more spacious, as the users are predominantly women.
- Studios – Should be open and visible to encourage exchange of ideas and showcase what we do. Need to consider positioning of changing areas, access for models. Consider glass dividers between studios with a degree of privacy while maintaining connection and light.
- What is the view looking into the hallways? Not lockers, rather people walking by. A changing landscape, dynamic.
- What is on the walls? Display cases; creative installations showcasing design ideas; demonstrating 'why you made that'.
- More privacy/closed feel for lecture areas that require focus.
- Must have a Library for Fabric and Technology – a large room where students could interact with materials and with samples that demonstrate technical techniques (hems, pockets). Focus should be to make it easy for students to be exposed to materials and techniques.

Environmental considerations:

- Recycling of water
- Plenty of recycling stations for containers, paper, fabric etc.
- Lighting – use of natural light and LED (but not to compromise in studios where detail work is critical)
- Geothermal – is this possible in Richmond?

Overall impression:

- Highly functional balanced with being beautiful
- Building should have 'that one thing' that makes it unique and not ordinary, something simple that offers a distinctive impression, like a simple black dress with a striking piece of jewellery or the red tab on a pair of Levis. (Example: Museum of Contemporary Art in Sydney).
- Entrance is important. Chip mentioned that he did not want this to look like a high school.
- Elegant simplicity.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 31, 2014 1:06 PM
To: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan; Gordon Lee
Subject: FW: Google Alert - kwantlen

Please note the article which was in a recent issue of our student paper – link below. It has shown up my google alerts for the phrase “Kwantlen”.

Karen

From: Google Alerts [<mailto:googlealerts-noreply@google.com>]
Sent: Friday, October 31, 2014 1:01 PM
To: Karen Hearn
Subject: Google Alert - kwantlen



kwantlen
Daily update · October 31, 2014

NEWS

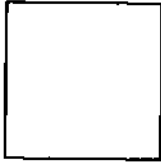
KPU teams place fourth at provincials
Surrey Leader
Kwantlen Eagle defender Nawaf Binsaleh (right) races
a Capilano Blues player for the ball during a PACWEST
men's soccer game at Newton Athletic ...

☐ ☐ ☐ [Flag as irrelevant](#)

Wilson School of Design Construction delayed
The Runner
Construction of the Chip and Shannon Wilson School of
Design, a \$36-million project at **Kwantlen** Polytechnic
University's Richmond campus, has ...

☐ ☐ ☐ [Flag as irrelevant](#)

You have received this email because you have subscribed to
Google Alerts.
[Unsubscribe](#)



Receive this alert as RSS feed

Send Feedback

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, November 26, 2014 6:20 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: FW: Interim Progress Report
Attachments: Kwantlen Uni School of Design - Budget Commentary.pdf

Altus Group (cost consultants) completed an initial commentary in mid-October regarding the proposed savings from the lowest bidder. The information confirmed that it did not appear that value was being provided in the proposed savings. Altus have been gradually moving on through review of the tender drawings to compile an opinion of what the project cost should have been. John Wall of Public Architecture and Craig Regan met with Altus's representative earlier this week who verbally identified that in his opinion the pre-tender budget was realistic for the project. I requested that we get something in writing as an interim update prior to their final document.

Attached is the interim report which identifies that Altus's "anticipated budget would be circa \$24.75 million which is 7.6% higher than the Pre-Tender Estimate and Budget. However, this variance is within industry norms when comparing a high level feasibility estimate with a detailed Pre-Tender Estimate." (quote from page 2 of report)

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Paul O'Shaughnessy [mailto:paul.o'shaughnessy@altusgroup.com]
Sent: Wednesday, November 26, 2014 5:27 PM
To: Karen Hearn; Craig Regan
Cc: Phil Pavitt
Subject: RE: Interim Progress Report

Karen and Craig,

Here is the draft interim report which I trust meets with your requirements. Kindly review and let me know whether anything needs further clarification.

Given the tight timeline on this report I have issued it simultaneously to my Director for his review prior to me finalizing it. If you have any queries or if he has any concerns regarding its content then I will contact you immediately to discuss.

Regards,

Paul O'Shaughnessy, MBA, MRICS
Senior Cost Consultant, Cost Consulting & Project Management, Altus Group Limited
D: 778.331.8145 T: 604.683.5591 ext 1645 M: 778.246.1249 F: 604.683.5594
1040 West Georgia Street, Suite 630, Vancouver, British Columbia, V6E 4H1 Canada



This message, and the documents attached hereto, are intended only for the addressee and may contain privileged or confidential information. Any unauthorized disclosure is strictly prohibited. If you have received this message in error, please notify us immediately so that we may correct our internal records. Please then delete the original message. Thank you.

From: Craig Regan [<mailto:Craig.Regan@kpu.ca>]
Sent: Wednesday, November 26, 2014 4:48 PM
To: Paul O'Shaughnessy
Cc: Karen Hearn
Subject: RE: Interim Progress Report

Paul,
Thanks again, when ready kindly forward your narrative to both Karen and I.
Thank you,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Paul O'Shaughnessy [<mailto:paul.o'shaughnessy@altusgroup.com>]
Sent: Wednesday, November 26, 2014 3:43 PM
To: Craig Regan
Subject: RE: Interim Progress Report

Craig,

I'm busy preparing a narrative at the moment and will forward a draft as soon as I possibly can later today.

Regards,

Paul O'Shaughnessy, MBA, MRICS

Senior Cost Consultant, Cost Consulting & Project Management, Altus Group Limited

D: 778.331.8145 T: 604.683.5591 ext 1645 M: 778.246.1249 F: 604.683.5594

1040 West Georgia Street, Suite 630, Vancouver, British Columbia, V6E 4H1 Canada



This message, and the documents attached hereto, are intended only for the addressee and may contain privileged or confidential information. Any unauthorized disclosure is strictly prohibited. If you have received this message in error, please notify us immediately so that we may correct our internal records. Please then delete the original message. Thank you.

Page 232 to/à Page 234

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, July 2, 2015 12:53 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: FW: KPU - CB2742 – RFP – RICHMOND – PRE-CONSTRUCTION MANAGEMENT SERVICES
Attachments: CB2742 - Richmond - CMS - CCDC 5A Supplemental Conditions.pdf

From: Alixe Best
Sent: Thursday, June 25, 2015 12:56 PM
To: Alixe Best
Subject: KPU - CB2742 – RFP – RICHMOND – PRE-CONSTRUCTION MANAGEMENT SERVICES

Good Afternoon,

RE: CB2742 – RFP – RICHMOND – PRE-CONSTRUCTION MANAGEMENT SERVICES

Kwantlen Polytechnic University appreciates the proposal that you provided in response to our Request for Proposal (CB2742) for Pre-Construction Management Services that closed on April 28, 2015 (the "RFP").

Pursuant to the RFP, the Notice of Award was to be issued within 60 days of close (June 27, 2015) and your proposal was to be capable of acceptance for 90 days (July 27, 2015). Unfortunately, KPU will not be in a position to provide the notice of award by June 27, 2015, and that the contract would be able to be executed before July 27, 2015.

The purpose of this notice is to determine if you are prepared to extend each of these deadlines by an additional 30 days, to July 27, 2015 and August 26, 2015 respectively.

In order to speed up the process, the RFP contemplates a negotiation to arrive at a final contract which uses CCDC 5A as a base, but which contains terms, fees and services that meet KPU's requirements and budget for the project. Rather than wait until we are in a position to choose a preferred proponent, and while seeking your agreement to an extension, we have decided to include a set of Supplemental Conditions that meet KPU's requirements. While we are able to negotiate some of the language in the Supplemental Conditions, we wanted to make sure as you decide whether or not to agree to an extension that, **the following principles are not subject to negotiation:**

- 1. We cannot guarantee time frames or that the project will not be subject to suspension and recommencement;**
- 2. The construction manager will be prohibited from competing for any future work on the project;**
- 3. The key staff need to be available to the project throughout and are not subject to change.**

We require your consent or rejection of the extension and acceptance of these principles **within 5 days of the date of this email**. Given that the inability to meet the time frames in the RFP is the cause of the delay, we will not view a

negative response in a negative way and such would not be held against you in the future. In other words, KPU would understand if you are not prepared to extend the time frames.

We look forward to your response.

*If there are any questions about this notice please contact the sender.

Thank you,

Alixé



Alixé Best
Manager, Purchasing Services
Kwantlen Polytechnic University
t 604.599.2237 f 604.599.2135 e Alixé.Best@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Supplementary General Conditions for CCDC 5A - 2010

These Supplementary General Conditions modify and amend the Standard Construction Document CCDC 5A – 2010 Contract between **KWANTLEN POLYTECHNIC UNIVERSITY** and **[Construction Manager]** and form a part of the Contract. In the event of any conflict between the provisions of any of the other Contract Documents and any provision of these Supplementary General Conditions, these Supplementary General Conditions shall govern.

1. Add new Article A-0 as follows:

"The parties agree that the sole purpose of this Contract is to permit the Construction Manager to provide the pre-construction services described herein. The Owner's sole obligation is to exclusively work with the Construction Manager until this Contract is terminated in accordance with its terms. Upon conclusion of the pre-construction services:

- (a) a tender or request for proposals for the construction of the project will be issued (the "Construction Process");
- (b) this Contract will be terminated;
- (c) **the Construction Manager and its affiliates will not be permitted to be part of the Construction Process.**

2. In Article A-1.3, delete the last sentence.

3. Add Article A-2.3 as follows:

"The Construction Manager is an independent contractor to the Owner. The Construction Manager has no authority, and shall not represent itself to have authority, to enter into any legal obligation binding upon the Owner or otherwise to act in any manner for, or on behalf of, the Owner except to the extent authorized expressly under or pursuant to this Contract. For greater certainty, the Construction Manager shall not have the authority, without the Owner's prior written approval, to commit to contracts or other commitments binding upon the Owner including, without limitation, contracts with Trade Contractors, approve or authorize Changes in the Project, the Contract Time, change orders or changes in the Contract Time in contracts with Trade Contractors, settlement of claims or disputes, or use of contract forms (in this Article A-2.3 collectively referred to as "**Contracts and Commitments**") not otherwise approved in writing by the Owner. If the Construction Manager enters into any Contracts and Commitments, without the prior written approval of the Owner, all costs, charges and expenses as a result of, or related to, such Contracts and Commitments shall be paid by, and be for the account of, the Construction Manager and the Construction Manager hereby indemnifies the Owner for all such costs, charges and expenses."

VAN01: 3957103: v1

4. Delete Article A-4 and replace with the following:

"The following are the Contract Documents referred to in Article A-4 of the Agreement –
THE SERVICES:

- (a) The Supplementary Conditions for CCDC 5A;
- (b) Any schedules or attachments to the Contract;
- (c) The Agreement between the Owner and the Construction Manager (including the Schedules to the Agreement);
- (d) The Definitions;
- (e) The General Conditions.

5. Delete Article A-5 and replace with the following:

"Subject to **Part 6**, the Owner agrees to pay the Construction Manager as compensation for his services [\$] per month for a maximum of [] months (the "Contract Fee"). The Contract Fee shall only be subject to adjustment if the parties agree in writing to such adjustment."

Schedule A1- Services and Compensation

6. Delete 2. Construction and 3. Post-Construction.

Schedule A2-Reimbursable Expenses

7. Delete 5 through 10 inclusive.

GENERAL CONDITIONS

8. GC 1.1.1 Replace GC 1.1.1 with the following:

"the order of priority of documents, from highest to lowest, shall be the order shown in Article A-4."

9. GC 2.1.1: Replace GC 2.1.1 with the following:

"The Construction Manager will perform the pre-construction phase services specifically authorized in writing by the Owner, as described in Schedule "A"."

10. GC 2.1: Add GC 2.1.5:

"The Construction Manager agrees to dedicate the following key personnel for the duration of the Project, failing which such will be deemed a termination for default and the Owner shall, without further notice, be entitled to terminate the Contract pursuant to GC 6.1.5:

VAN01: 3957103: v1

[insert key staff from Proposal]

11. GC 6.1.6: Replace GC 6.1.6 with the following:

"Either party may terminate this Contract upon 20 working days written notice. If either party terminates this Contract pursuant to paragraph 6.1, the Owner shall pay to the Construction Manager the portion of the Contract Fee and reimbursable expenses earned to the date of the termination notice."

12. GC 6.1.9: Add GC 6.1.6:

"If the Owner suspends the Services pursuant to GC 6.1.7 or for any other reason (including at its convenience), the Construction Manager must immediately cease performance of the Services and recommence such Services within 24 hours of the Owner providing a notice to recommence. The Construction Manager shall not be entitled to terminate irrespective of the length of the suspension."

13. GC 6.1.9: Delete GC 6.1.8.2.

14. GC 9.2: Delete GC 9.2.

VAN01: 3957103: v1

Schedule "A" – Services

[To be inserted from RFP]

VAN01: 3957103: v1

- 4 -

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, November 5, 2014 12:45 PM
To: 'Karen Hearn'; Craig Regan
Cc: Aitken, Cathy M AVED:EX; Nickerson, Catherine M AVED:EX
Subject: KPU Project Board Meeting #3
Attachments: IMG_20141024_120428.jpg

Importance: High

Hi Karen,

We have discussed the upcoming KPU Project Board meeting and have concluded that the Project Board will have to report back to the Secretary to TB prior to making a decision to continue or terminate negotiations; and, prior to making a decision regarding the procurement method should the negotiations be terminated, as both actions will result in a significant change in schedule (i.e. more than a year). In addition, 2 of the alternative procurement options also require changes to the donor agreement (i.e. extend the date beyond the December 2016 donor completion date).

Having said that, the Project Board can make a recommendation on these two issues; and, these recommendations, and along with an alternative, will be reported to the Secretary to TB. Once we have direction from the Secretary to TB, we can proceed with ratifying the recommendations or making new decisions – whichever is required.

In the meantime, the PB can make a decision with respect to extending the Architect's contract for a short period of time.

Therefore, Friday's meeting should focus on:

- Overview of the Decision Tree (see attached diagram which includes the report back to Secretary to TB)
- Update on Negotiations:
 - Response from Bird re: revised total budget estimate (did they reduce the estimate to within budget?); phasing; revised schedule
 - Review of Final Legal Opinions and Fairness Advisor Opinion regarding continuation/termination of negotiations
 - Motion: PB recommendation regarding continuing to negotiate or to terminate negotiations
- Procurement Options
 - Why was DBB originally selected
 - Lessons learned/ what led to cost over-runs
 - Procurement Options Analysis
 - Recommended option
 - Motion: PB recommendation regarding the procurement option
- Architect's contract
 - Overview of pros/cons of continuing/terminating existing architect
 - Motion: PB decision to extend the for one month or terminate the Architect's contract
- Communication Update

See key dates/analysis below regarding significant change to schedule and/or change to donor agreement and requirement to return to Secretary to TB:

The approved KPU project milestones are as follows:

Site Preparation – Fall 2013

Construction Start – Spring 2014

Substantial Completion – June 2015

Occupancy – September 2015

Donor Agreement – Completion by December 2016

Procurement Options Analysis:

Option 1 – Continue to negotiate with low bidder: Substantial Completion January 2017* **

Option 2 – Cancel; re-design; re-tender DBB: Substantial Completion November 2016*

Option 3 – Cancel; re-design; retain CM as Agent: Substantial Completion October 2016*

Option 4 – Cancel; re-design; pre-con services; re-tender DBB: Substantial Completion November 2016*

Option 5 – Cancel; re-design; re-tender CM at Risk: Substantial Completion September 2016*

Option 6 – Cancel; re-tender as DB: Substantial Completion June 2017* **

*significantly exceeds approved substantial agreement date

**exceeds donor agreement completion date (i.e. changes donor agreement)



Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 21, 2014 12:41 PM
To: Nickerson, Catherine M AVED:EX
Subject: FW: Update

From: Harry Gray
Sent: Thursday, November 20, 2014 3:51 PM
To: Karen Hearn
Cc: Gordon Lee
Subject: RE: Update

Thanks. That is what I understood.
So you know, the Board does not understand this, as well as Alan.

...harry

Harry Gray
AVP, Administration. KPU
Cell - s.22

From: Karen Hearn
Sent: Thursday, November 20, 2014 3:34 PM
To: Harry Gray
Cc: Gordon Lee
Subject: RE: Update

s.13

From my limited knowledge of Project Boards the Province decide when and if they are announcing a Project Board.

Karen

From: Harry Gray
Sent: November-20-14 3:29 PM
To: Karen Hearn
Cc: Gordon Lee
Subject: RE: Update

Karen

Am I correct in saying that the "fact" of the Project Board being in existence was meant to be kept secret? I seem to recall that being said at a Steering Committee meeting.....

The Board seemed to find this to be new news.
Was I correct in saying that it was to be secret?

...harry

Harry Gray
AVP, Administration, KPU
Cell - ts.22

From: Karen Hearn
Sent: Wednesday, November 19, 2014 6:12 PM
To: Harry Gray
Subject: RE: Update

Well done. Thanks for the update. Kristen wanting Dec. 2nd I think is ok. Hopefully it will allow Kevin and others the time they need. For now it gives the Board confidence that things are moving forward and they feel they have something to do.

Karen

From: Harry Gray
Sent: November-19-14 5:46 PM
To: Karen Hearn
Subject: Update

In board meeting
It went very well.

They are a bit surprised that the fact that the existence of the Project Board is secret. They say it is already out there Secondly, Kristan has suggested that we should have a board meeting on December 2 to make a decision.... I had set it up to be more vague, but she has tied it down. Darn.

...harry



Harry Gray
AVP, Administration
Kwantlen Polytechnic University
t 604.599.2066 f 604.599.3456 e harry.gray@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, December 12, 2014 4:38 PM
To: Aitken, Cathy M AVED:EX; Nickerson, Catherine M AVED:EX
Subject: FW: Risk Register
Attachments: 20141212163521724.pdf

FYT - Mike requested this.

Karen

-----Original Message-----

From: Karen Hearn
Sent: Friday, December 12, 2014 4:37 PM
To: 'Michael Houle'
Cc: Craig Regan
Subject: Risk Register

As requested.

Have a great weekend.

Karen

Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca www.kpu.ca This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget	Reputation Impact							
		"As possible, understand change to the project that has a potential impact on scope, schedule or budget"	Describe why the event will happen	Describe the consequences should the risk occur in terms of scope, schedule and budget	Probability of risk occurring					Score = 1 score	Current status of the risk	Who is accountable for addressing this risk	Organization of the risk owner	What is the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? (within the cost of developing the response and the out-of-pocket cost of executing the response)
1	Construction	Lack of qualified contractors.	Inadequate prequalification of applicants.	Additional time required to select a General Contractor. Schedule delays. Possible increased costs.	1	1	1	1	1	6	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Mitigate with stringent standards and processes for pre-qualification of general contractors.	Contractor selected based on capability and experience in the sector.	Zero dollars
2	Construction	Regulated unsuccessful General Contractor applicants.	Failure to put contract may result in contractors alleging lack of a fair and transparent process.	External reputational damage. Cost and staff time implications to manage issues.	3	1	1	1	1	6	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Hired third party management consultant, M&M, to complete the pre-qualification process. Posted selection process and evaluation criteria in the tender package. Owners Monitor hired to monitor processes and make recommendations as required.	Contractor selected with the selection process.	\$75,000 to hire consultant
3	Construction	Omissions in the contract and lack of coordinated documents by the design team.	Consultant error.	Schedule delays, increased costs.	3	2	2	2	2	6	Planned Response	Prime Consultant	K&MB	Mitigate by selecting consultants with insurance. Consultants to have QA program in place. Third party review conducted.	Avoid errors or omission claims.	zero dollars
4	Construction	General Contractor under performs.	Expectations of contractor not clearly defined. Contractor misread or inadequately. Contractor busy with other projects. Information not provided to Contractor in a timely manner.	Construction delays and errors. Work re-done. Schedule delays. Increased costs.	2	1	5	2	5	10	Mitigate	Executive Director, Facilities Services, Project Manager	KPU	Monitor contractor's performance through regular site visits, meetings, progress reports.	Quality work performed. No project delays.	zero dollars
5	Construction	Quality management processes not followed.	Repeat subcontractor.	Delays in project.	3	1	2	1	2	6	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Mitigate by selecting a General Contractor who will be liable for subcontractors. Ensuring that the GC has a plan in place to deal with/replace subcontractors that don't produce.	Project is built as per specifications and contract documents.	Zero dollars
6	Construction	Contractor defaults.	Underbidding - impacts cashflow. Bankruptcy. Subcontractor default.	Hire another contractor mid project to complete work begun. Delay in schedule. Potential cost increase.	1	1	7	2	7	7	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Contractors bonded for performance. Contractors to provide proof of insurance.	General contractor completes work under contract in a timely manner.	Zero dollars
7	Construction	Cost overruns in capital management budget.	Insufficient ongoing cost control and tracking. Unmitigated cost escalation.	Inability to deliver project within budget.	2	2	2	2	2	6	Planned Response	Executive Director, Facilities Services, Executive Director Finance, Construction Manager, Project Manager	KPU	Monitor costs during construction. Monitor cashflows to reflect changes to project schedules. Control Change Orders. Identify contingencies in the budget to manage this risk. GCs can remain an ongoing consultant to address cost issues on an as needed basis.	Identification and regular reporting of all potential project costs including escalation. Establish and manage contingencies and reserves.	Zero dollars

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
		"A possible, unplanned change in the project that has a potential impact to scope, schedule or budget"	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring	Impact of the risk if it occurs				Score 1 / score	Current status of the risk	Who is accountable for addressing this risk?	Organization of the risk owner	What is the proposed risk response? Accept / Tolerate / Mitigate / Avoid	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of executing the
						Scope	Schedule	Budget	Total risk impact							
8	Procurement	Higher than market construction costs	Market fluctuations in materials and labour	Increased costs. Schedule delays. Contingencies consumed. GS bid is greater than estimate presented by GS requiring re-design and/or re-tendering.	3	2	2	5	5	13	Planned Response	Executive Director Facilities Services Executive Director Finance: Construction Manager: Project Manager	KPU	Mitigate. Cost premiums not anticipated as GS was brought in early and detailed shop drawings were developed early, allowing GC to get cost estimates earlier. Cost contingency in place. Design and construction contingencies in place. Site preparation, 10% of the project is already completed, on schedule.	Project delivered on budget	Zero dollars
9	Construction	Delays in receipt of funds	Accurate cashflow not developed or updated regularly. Financial reports/requests for funds/responses to requests for additional information not submitted on time or in the proper format.	Funding shortage. KPU not able to process invoices in a timely fashion. Possible reputational damage. Work stoppages.	1	1	1	1	1	1	Planned Response	Executive Director Facilities Services Executive Director, Finance: Project Manager	KPU	Avoid funding shortage by development of accurate cashflow, updated regularly. Establish procedure, rules and responsibilities with KPU Facilities and Finance to coordinate advancement of project funds. Include necessary financial terms in contract with Donor. Submit financial reports on time, in proper format.	Funds available when needed	Zero dollars
10	Construction	Unforeseen site conditions	Embedded hazardous materials or adverse environmental impacts/unknown conditions of underground utilities.	Increase in costs. Schedule delays.	2	1	2	2	2	3	Mitigate	Executive Director, Facilities Services; Project Manager, Prime Consultant	KPU, KPMB	80% of the site preparation work is complete. Remaining 20% in by the end of July. Mitigate by conducting site investigation, soil reports, geotechnical and civil reports by qualified consultants.	Due diligence early in the project and throughout. Proceed with construction without delay	Zero dollars
11	Construction	Restricted and/or special needs with respect to working conditions	Limited access to site due to exams, events, other activities.	Schedule delays	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services; Project Manager, Prime Consultant	KPU, KPMB	Mitigate with regular communications with Scheduling department and student community and project governance committee	Requests to stop construction not entertained. No delays in construction	Zero dollars

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequences on Project Performance	Probability of Risk occurring	Risk Impact				Risk Rating	Current status of the risk	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget	Total Risk Impact							
12	Construction	Critical path milestones not met due to reasons beyond contractor control	Delays in why the risk would occur.	Describe the consequences should the risk occur in terms of scope, schedule and budget.	3	2	7	1	7	14	Planned Response	Executive Director, Facilities Services; Project Manager; General Contractor	KPU General Contractor	Mitigate by prioritizing tasks to achieve occupancy. Continue to use space in existing building if necessary. Shop drawings for critical path item must be provided earlier in the process than usual. Construction communications are processed in a timely fashion. Extended construction schedule based on consultation with industry. Ensure that the contractor prepares and follows a detailed schedule of the project start. Monthly reports to ensure the schedule is being followed.	Construction follows schedule. Occupancy when anticipated.	Zero dollars. Adequate contingencies in the budget to offset mitigations related to this risk.
13	Construction	Project not completed within required timeframe	Delay in making contractor award. Construction delays. Procurement delays. Delay of payment/fee schedules. Delay in correcting deficiencies.	Lost partnership opportunity if delayed beyond 2015. Reputational impact. Delayed occupancy and loss of potential revenue from reuse of vacant space.	2	7	7	7	7	14	Planned Response	Chief Advancement Officer; Director of Development; Executive Director; Facilities Project Manager	KPU	Mitigate impact of any potential delays in decision-making by maintaining open communications with MHRM and KPU.	Project completed on time. Protection of donor relationship and reputation of Ministry and KPU.	Zero dollars.
14	Construction/Commissioning/Transfer/Service Delivery	Change management difficulties with user groups (faculty, staff, students)	General resistance to change. Reluctance of faculty, employees, students to adjust to new teaching paradigms. Faculty and students see new ways of teaching and learning that are not in alignment with the building.	Building doesn't align with pedagogy and expectations.	3	2	1	1	1	1	Planned response	Dean, WSOB	KPU	Mitigate with regular communications such as meetings, activities, charrettes, program reviews with faculty, employees, students. Changes are happening now w/ teaching and technology including regular operations meeting and a committee established to review technology needs for new building. Working with IEI to anticipate needs in the classroom. Funds available to beta test lighting and furniture now in the existing building.	Building in alignment with pedagogy, expectations. Faculty, staff, students satisfied.	\$14K for lighting beta test. Funds for furniture not identified yet.

PROJECT BUDGET

VERSION 2010.1
Oct 2010

PROJECT NAME:
CAMPUS:
FACILITY NAME: 31. Emily Carr Institute of Art & Design, Vancouver
FACILITY TYPE: Arts
FACILITY LOCATION: Vancouver
LOCATION FACTOR: 1.000 September-10
ANTICIPATED BID DATE: January-13
ANTICIPATED COMPLETION: December-16
NET ASSIGNABLE AREA : 17,338.10 m²
GROSS AREA: 27,740.96 m²
NET TO GROSS: 1.60

DATE PREPARED:
PREPARED BY:
DATE UPDATED:
UPDATED BY:
DATE UPDATED:
UPDATED BY:
DATE UPDATED:
UPDATED BY:
DATE UPDATED:
UPDATED BY:

CATEGORY	BUDGET
PLANNING & DESIGN:	
PRE-PLANNING	\$0
PLANNING & DESIGN FEES	\$11,325,235
PROJECT MANAGEMENT	\$0
OTHER (SPECIFY)	\$0 1
CONSTRUCTION:	
BUILDING	\$94,376,961
RENOVATIONS	\$0
SUPPLEMENTARY BUILDING COSTS	\$0
SITE DEVELOPMENT	\$0
SUPPLEMENTARY SITE COSTS	\$0
OFF-SITE COSTS	\$0
RESERVES:	
CONSTRUCTION (FIELD) CONTINGENCY	\$2,831,309
COMPLETION COSTS:	
FURNITURE & EQUIPMENT	\$0
PERMITS, DCCs	\$0
LEGAL	\$0
INSURANCE	\$0
COMMISSIONING	\$0
OTHER (SPECIFY)	\$0 14
SITE ACQUISITION	\$0 15
PAYABLE HST (excluding land) 1.67%	\$1,812,510
CURRENT DOLLAR PROJECT BUDGET:	\$110,348,015

ESCALATION ALLOWANCE:	
CONSTRUCTION ESCALATION	\$5,919,984
FURNITURE & EQUIPMENT ESCALATION	\$0

END COST PROJECT BUDGET:	\$116,265,998
---------------------------------	----------------------

SUPPLEMENTARY COSTS (PROVIDE DETAILS IN NOTES BOX BELOW)		
SUPPLEMENTARY BUILDING:		
UNSTABLE SOIL/BEARING CAPACITY	2	\$0
STEEPLY SLOPING SITE	3	\$0
DEMOLITION OF EXISTING STRUCTURES	4	\$0
OTHER	5	\$0
OTHER	6	\$0
TOTAL COSTS		\$0
SUPPLEMENTARY SITE :		
UNSTABLE SOIL CONDITIONS	7	\$0
STEEPLY SLOPING SITE	8	\$0
MAJOR SERVICE RELOCATION	9	\$0
ADDITIONAL MUNICIPAL REQUIREMENTS	10	\$0
ADDITIONAL LEED PREMIUMS	11	\$0
OTHER	12	\$0
OTHER	13	\$0
TOTAL COSTS		\$0

\$3,978 per m²

\$213 per m²
\$0 per m³

LOCATION ALLOWANCE INCLUDED IN BUILDING BUDGET:	\$755,016
--	------------------

NOTES: (IDENTIFY ANY UNDEFINED BUDGET REQUIREMENTS, SUCH AS SUPPLEMENTARY COSTS)

1.

Chip & Shannon Wilson School of Design Building Project - Revised Preliminary Project Estimate Facilities Services - June 15, 2015.						
	Class A Estimate (pre-tender) April 2014.	Commitments outstanding	Expenditures to Date	Estimated future costs	TOTAL	Comments
PLANNING AND DESIGN Design & Engineering Fees Architectural Redesign fees to tender. - KPMB Architects and Public Design. Consultants Redesign fees to tender. Fast and Epp (structural) AME (Mechanical) AES (electrical) PFS Studio (Landscape) Styxworks (Timber Consultant) Danial Lyzun & Associates (Acoustics) Verdeck (elevators) Transolar (climate engineering) Morrison Hershfield (envelope) Recollective (LEED) Render Light & Planning (lighting) Group (Civil Engineering) Consultants (Geotechnical) Consultants (Code) Land (Surveyors).	Core Levelton GHJ Target					
total						
Soft Costs & KPU Admin, moving LEED Project Management CM for pre-con services Cost consultant (JBA/SSA and Aitus) Traffic Consultant Geotechnical Consultant (Levelton) Legal (Clarke Wilson) Consultants Selection Advisor (EranGeo) Procurement Consultant (MHPPM) Project Management Advisor (TBA) Code Consultant alternate solution (GHJ) Commissioning Agent (MDT) Space Programming (ECS)						
total						
CONSTRUCTION						



Site Preparation Contract						
demolition, vibro densification, stone columns, new loading dock.						
total						
New Building Construction						
base building						
Site Development & Existing Building						
parking, paving, hard/soft landscape, site interface						
Offsite Works						
driveway and crosswalk upgrade						
total						
RESERVES						
Construction Contingency 5.5%						
Project & Soft Cost Contingency 5%						
Post Occupancy Contingency						
total						
COMPLETION COSTS						
FF & E						
AV, VIA Walls, Specialty Equipment, signage, lockers.						
Development Costs - permits (City of Richmond)						
Insurance, testing						
GST 1.65%						
GST Rebate						
Write-Off						
Fiscal 2014-15.						
total						
TOTAL PROJECT COSTS ESTIMATE						

Chip and Shannon Wilson School of Design (CSWSD) Building
804759

WBS - PROJECT SUMMARY										LATEST REPORT FOR THE QUARTER ENDING NOV 30, 2015							
TASK CODE	DESCRIPTION	ORIGINAL BUDGET			APPROVED REVISIONS			REVISED BUDGET		Type	COSTS THIS PERIOD	COSTS TO DATE	BUDGET EXPENDED (%)	REMAINING BUDGET	FORECAST TO COMPLETE	ESTIMATE AT COMPLETION	VARIANCE FROM BUDGET
		Provincial Funding (COA)	Other Funding	Total	Provincial Funding (COA)	Other Funding	Total	Provincial Funding (COA)	Other Funding								
10	NEW CONSTRUCTION	1,495,833.00	0.00	1,495,833.00	1,495,833.00	0.00	1,495,833.00	1,495,833.00	0.00	CONSTRUCTION	1,495,833.00	1,495,833.00	100%	0.00	0.00	1,495,833.00	0.00
20	RENOVATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RENOVATION	0.00	0.00	0%	0.00	0.00	0.00	0.00
30	FURNITURE & EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	FURNITURE & EQUIPMENT	0.00	0.00	0%	0.00	0.00	0.00	0.00
40	RESEARCH SPECIFIC EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RESEARCH SPECIFIC EQUIPMENT	0.00	0.00	0%	0.00	0.00	0.00	0.00
50	DESIGN & CONSULTANT FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	DESIGN & CONSULTANT FEES	0.00	0.00	0%	0.00	0.00	0.00	0.00
60	PROJECT MANAGEMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PROJECT MANAGEMENT	0.00	0.00	0%	0.00	0.00	0.00	0.00
70	PROJECT INDEMNITY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PROJECT INDEMNITY	0.00	0.00	0%	0.00	0.00	0.00	0.00
80	DEVELOPMENT COSTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	DEVELOPMENT COSTS	0.00	0.00	0%	0.00	0.00	0.00	0.00
90	PROJECT CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PROJECT CONTINGENCY	0.00	0.00	0%	0.00	0.00	0.00	0.00
10	PAYABLE TAXES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PAYABLE TAXES	0.00	0.00	0%	0.00	0.00	0.00	0.00
TOTAL PROJECT SUMMARY		1,495,833.00	0.00	1,495,833.00	1,495,833.00	0.00	1,495,833.00	1,495,833.00	0.00		1,495,833.00	1,495,833.00	100%	0.00	0.00	1,495,833.00	0.00

Comments:

"Original Budget" = Table 61 information presented in October 2012 for the CSWSD Building 1 work.

"Revised Budget" = Table A1 data only as derived in 6 Jul 2014.

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Impact of the risk if it occurs				Risk Ranking	Current Status of the risk	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
		A positive, unplanned change to the project that has a potential impact on scope, schedule or budget	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget		Scope	Schedule	Budget	Total Risk Impact					Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response
6	Construction	Contractor defaults	Underbidding - impacts constitutes Bankruptcy Subcontract default	Hire another contractor to mid project to complete work begun. Delay in schedule. Potential cost increases.	1	7	7	2	7	7	Planned Response	Executive Director Facilities Services; Project Manager	KPU	Contractors bonded for performance. Contractors to provide proof of insurance	General contractor completes work as per contract in a timely manner	Zero dollars
7	Construction	Cost overruns in capital management budget	Insufficient ongoing cost control and tracking. Unanticipated cost escalation	Ability to deliver project within budget	3	7	7	2	7	4	Planned Response	Executive Director Facilities Services; Executive Director Finance; Construction Manager; Project Manager	KPU	Monitor costs during construction. Monitor cashflows to detect changes to project schedule. Control Change Orders. Regularly control journal is in the budget to manage the risk. GS can remain an ongoing consultant to address non issues on an as needed basis	Identification and regular reporting of all potential project costs not using escalation. Establish and manage contingencies and reserves	Zero dollars
8	Procurement	Higher than market construction costs	Market fluctuations in materials and labour	Increased costs. Schedule delays. Contingencies consumed. GS bid a greater than estimate presented by GS requiring re-design and/or re-tendering	3	2	2	5	5	15	Planned Response	Executive Director Facilities Services; Executive Director Finance; Construction Manager; Project Manager	KPU	Mitigate: Cost overruns not anticipated as GS was brought in early and detailed shop drawings were developed early. Having GC to get cost estimates earlier. Cost contingency in place. Design and construction contingencies in place. Pre preparation. 10% of the project is already completed on schedule.	Project delivered on budget	Zero dollars
9	Construction	Delays in receipt of funds	An accurate cashflow not developed or updated regularly. Financial requests for funds responses to requests for additional information not submitted on time or in the proper format	Funding shortages. FSD not able to process invoices in a timely fashion. Possible reputational damage. Work stoppages	1	1	1	1	1	1	Planned Response	Executive Director Facilities Services; Executive Director Finance; Project Manager	KPU	Avoid funding shortages by development of accurate cashflow updated regularly. Establish procedure, rules and responsibilities with KPU facilities and finance to coordinate advancement of project funds. Include necessary financial terms in contract with future. Submit financial reports on time in proper format	Funds available when needed.	Zero dollars

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Impact of the risk if it occurs				Risk Rating	Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Scope	Time/Risk Impact							
		"As possible, unanticipated change to the project that has a potential impact to scope, schedule or budget"	Describe when the event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget												
10	Construction	Unforeseen site conditions	Embedded hazardous materials or adverse environmental impact/unknown conditions of underground utilities	Increase in costs, Schedule delays	2	1	2	2	2	4	Mitigate	Executive Director, Facilities Services, Project Manager, Prime Consultant	KPU, CPMB	80% of the site preparation work is complete. Remaining 20% is by the end of July. Mitigate by conducting site investigation, soil reports, geotechnical and civil reports by specialist consultants	Due diligence early in the project and throughout. Proceed with construction without delay.	Zero dollars
11	Construction	Restricted and/or special needs with respect to working conditions	Limited access in site due to security, events, other activities	Schedule delays	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager, Prime Consultant	K-U, KPMB	Mitigate with regular communications with Scheduling department and student community and project governance committee	Requests to stop construction not entertained. No delays in construction.	Zero dollars
12	Construction	Critical path milestones not met due to reasons beyond construction control	Construction delays due to weather, labour strike or shortages, scheduling, safety violations, Delay in correcting deficiencies at intermediate stages of the project, Delay in commissioning, Delay in material and equipment delivery	Change in schedule, increased cash delay in completion and occupancy	3	2	2	1	2		Planned Response	Executive Director, Facilities Services, Project Manager, General Contractor	KPU, General Contractor	Mitigate by prioritising tasks to achieve occupancy. Continue to use space in existing building if necessary. Shop drawings for critical path items must further to be provided earlier in the process than usual. Construction communications are processed in a timely fashion. Extended construction schedule based on consultation with industry. Ensure that the contractor prepares and follows a detailed schedule of the project start. Monitor reports to ensure the schedule is being followed	Construction follows schedule. Occupancy when anticipated	Zero dollars. Adequate contingencies in the budget to offset mitigation related to this risk.

Risk Register

Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Ranking	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
		A plausible, unplanned change to the project that has a potential impact to scope, schedule or budget	Describe who the risk event would affect.	Describe the consequences should the risk occur in terms of scope, schedule and budget	Probability of risk occurring	Impact of the risk if it occurs				Score x Impact		Who is accountable for addressing this risk.		What's the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response.	What's the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
						Scope	Schedule	Budget	Total Risk Impact							
13	Construction	Project not completed within required timeframe	Delay in moving contract forward Construction delays Procurement delays Delay of implementation schedules Delay in connecting deliverables	Lost partnership opportunity if delayed beyond 2015 Reputational impact Delayed occupancy and loss of potential revenue from lease of vacant space.	2	2	2	2	2	14	Planned Response	Chief Advancement Officer, Director of Development, Executive Director, Facilities Project Manager	KPU	Mitigate impact of any potential delays in design, making a by maintaining open communications with KAPM and KPU	Project completed on time. Protection of donor relationship and reputation of Ministry and KPU	Zero dollars
14	Construction / Commissioning / Turnover / Service Delivery	Change management difficulties with user groups (faculty, staff, students)	Current resistance to change. Reluctance of faculty, employees, students to adjust to new teaching paradigms. Faculty and students see new ways of learning and learning that are not in alignment with the building	Building doesn't align with pedagogy and expectations	3	2	1	1	1	3	Planned Response	Dean WSOD	KPU	Mitigate with regular communications such as meetings, activities, newsletters, program reviews with faculty, employees, students. Changes are happening now w/ to teaching and technology including regular open house meeting and a committee established to review technology needs for new building. Working with K1 to anticipate needs in the classroom. Funds available in Delta test lighting and furniture re-use the existing building	Building in alignment with pedagogy, expectations faculty, staff, students satisfied.	\$14K in lighting and test, funds for furniture not identified yet.
15	Construction / Commissioning / Turnover / Service Delivery	Client request design changes	Changing project vision due to anticipated advancements in technology, practices, research. Governance committees lack understanding of roles / responsibilities to manage the program and resolve inter-program issues.	Insufficient User Group direction resulting in delayed decisions and schedule delays or user group frustration or disengagement if decisions are made without their input. Scope creep. Change orders. Re-design work. Cost increases. Project delays	1	2	1	1	1	3	Planned Response	Executive Director, Facilities Services, Project Manager, Dean WSOD	KPU	Avoid delays by communicating regularly with users, implement scope and Change management processes including "scope ladder". Ensure that governance committees understand their roles and responsibilities	Shared vision amongst project participants. Decision making with change orders reviewed against project vision, goals and objectives. Ongoing monitoring and communication of project status.	

Risk Register

Risk Identification										Risk Response							
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Rating	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost	
						Probability of risk occurring	Impact of the risk if occurs										Total Risk Impact
		A possible improvement / change to the project may be a potential multi-risk, scope, timeline or budget	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget		Scope	Schedule	Budget	Total Risk Impact					What is the proposed risk response?	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? (include the cost of developing the response and the out-of-pocket costs of enacting the response)	
5	Commissioning/Handover/Service Delivery	Unmet User Group expectations	Users unclear on project vision, Changing users (new hires, new students), Evolving academic and industry practices, Poor communication with users during construction phases.	Conflict with faculty and with internal project management and external consultants and contractors. Funding does not meet the needs as extended.	2	2	1	1	1	1	Planned Response	Executive Director, Facilities Project Manager, Dean, WSOU	KPU	Regular communication meetings, Extensive reporting in scope through governance model to inform all participants of construction phase of project, students & faculty well represented on different user groups	Design will meet extended requirements	Zero dollars	
7	Commissioning/Handover/Service Delivery	Unmet Donor expectations	Lack of communication or consultation with Stakeholders, insufficient project management plan	Project delays, Damage to relationship with external partners, Donor withdrawal	2	2	1	1	1	1	Planned Response	Chief Advancement Officer, Director of Development	KPU	Mitigate chances of disagreements by ensuring ongoing involvement and communication with Donor, Manage expectations, Nurture relationship	Partnership founded on mutual trust and respect, Expectations met, Smooth program start up	Zero dollars	
18	Construction	Conflict with internal stakeholders and WSOU community	Inadequate or ineffective communications	Lack of awareness of community interest in the project, Reputation risks, KPU perceived as not being in line with inconsistent KPU strategic plan	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager, Dean, WSOU, External Relations & Communications	KPU	Mitigate with communication plan to widely communicate project, Advertised in local papers, host community events	Goodwill established with the community	Zero dollars	
9	Construction	Conflicts external stakeholders with building's appearance, location, impact on neighbouring jurisdictional aspects	Active construction may differ slightly from approved design	Potential negative impact on future development projects, impacts goodwill as expectations not met, leading to stakeholder disengagement and reputational damage	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager, Dean, WSOU, Director, External Relations & Communications	KPU	Mitigate stakeholder dissatisfaction and potential misunderstandings by engaging stakeholders regularly during construction, implement communications plan and terms of reference.	Good communication with Stakeholders, Community support	Zero dollars	

Risk Register

Risk Identification										Risk Response						
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Risk Impact				Risk Rating	Current status of the risk	Risk Owner	Risk Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
		A possible unplanned change to the project that has a potential impact to scope, schedule or budget?	Describe when the risk event would occur	Describe the consequences this risk has on the project in terms of scope, schedule and budget		Impact of the risk if it occurs				Risk Score = (Score 1-5)		Who is ultimately responsible for addressing this risk	Organization of the risk owner	What is the proposed risk response?	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of executing the response
						Scope	Schedule	Budget	Total Risk Impact							
20	Construction	Complaints of damage to neighbouring buildings due to construction related activities	Noise, traffic, construction debris, dust and other construction activities cause claims, settling or other nuisance factors to neighbouring properties	KPM staff and general contractor for energy diverted from the project to respond to complaints	4	1	1	1	1	4		Executive Director, Facilities Services, Project Manager, General Counsel, General Contractor	KPU, General Contractor	Mitigate, increase site monitoring for vibrations and settlement. Consult with internal and costly external legal and risk management counsel. External Affairs staff respond in diplomatic and consistent manner	Possible claims on EFTs or construction insurance. Reputational damage	\$5K - \$10K for External Legal Counsel
21	Construction	LEED gold not achieved	Mechanical, electrical, & HVAC systems not designed to stated LEED requirements	Building not optimized. Additional costs required to achieve LEED gold. Reputational damage	3	1	1	1	1	3	Mitigate	Executive Director, Facilities Services, Project Manager, Finance Consultant	KPU, KPMG	Mitigate with continuous review of LEED. revise strategy to achieve LEED gold. engage LEED consultant, incorporate costs for an appeal into the contingency budget	LEED Gold achieved	Zero dollars
22	Commissioning/handover	Inadequate Commissioning	Schedule delays error in design	Failure to to achieve LEED accreditation. Inadequate demonstration to Maintenance and Operations staff	1	2	2	1	2	3	Planned Response	Executive Director, Facilities Services, Project Manager, General Contractor	KPU, General Contractor	Avoid unnecessary schedule delays by ensuring Commissioning Plan/Schedule are established and incorporated into master project schedule. Establish reliable schedule. Retain independent Commissioning Agent to lead process. Allow Facilities staff to shadow start-up and performance etc. and ensure timely completion and handover of O&M manuals.	Smooth handover and transition of operations to Facilities team	Zero dollars

Risk Register

Risk Identification										Risk Response									
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring				Impact of the risk if it occurs				Process & Score	Current status of the risk	Who is accountable for addressing this risk?	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
					Scope	Schedule	Budget	Total Risk Impact	Scope	Schedule	Budget	Total Risk Impact							
		A possible, unplanned change to the project that has a potential impact to scope, schedule or budget	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget.													Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
23	Commissioning/Turnover	Delay in obtaining Occupancy permit	Unforeseen City requirements; Inadequate time for testing; General contractor not completed in time for approvals	Inability to meet project opening date / start-up commitments	3	1	2	1	2	6			Planned Response	Executive Director; Facilities Services; Project Manager	KPU	Adjusted the substantial completion date by 15 weeks to allow additional time for tidy up of construction details and move planning. Begin planning for occupancy early in construction phase and include related tasks in detailed construction schedule. Avoid unnecessary delays in occupancy and increased costs by establishing clear requirements with City and roles and responsibilities of project team. Code consultant to take lead in dialogue and coordination with City. Mitigate delays with "sale to occupy" and phased occupancy back-up plans.	Ability to meet fill-up, training/orientation, opening and start-up dates		
24	Commissioning/Turnover	IET unable to support user needs	In house expertise lacking; Insufficient budget for new hires; Inadequate resources to dedicate towards supporting the project planning phase.	System may be overbuilt or beyond IET ability to support; May result in change orders	3	2	2	5	5	18			Mitigate	CIO	KPU	Faculty to hire MAC support technician; Ensure IET participates in the planning phase	System is able to support curriculum delivery		
25	Commissioning/Turnover	Users unaware of how to use the space (students for labs, employees for new space, faculty for new technology usages, new teaching modules, staff for mechanical operations.)	Inadequate communication, training.	Space developed will not match the users' requirements; Lack of user buy-in may result in repurchase equipment that is more user friendly	5	1	1	2	2	10			Mitigate	Executive Director; Facilities Services; Dean	KPU	Develop formal training programs; Ensure user groups are informed through the established governance committee	User buy-in achieved	Zero dollars	

Risk Register																
Risk Identification					Risk Response											
Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Probability of risk occurring	Impact of the risk if it occurs				Risk Ranking	Risk Owner	Risk Mitigation	Risk Response	Expected Results of Risk Response	Response Cost	
		A possible, unplanned change in the project that has a potential impact to scope, schedule or budget?	Describe why the risk event would occur	Describe the consequences about the risk occur in terms of scope, schedule and budget		Scope	Schedule	Budget	Total Risk Impact				What is the proposed risk response?	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the bid or purchase costs of enacting the response	
26	Construction phase - move	Vendor risks - delay in procurement of furniture and equipment	Vendor that supplies infrastructure utilities. Delay in drivers specifications not determined	Inability to provide furniture and equipment as required. Schedule delays	2	1	5	1	5	15	Planned Response	Executive Director handles services. Team	FCU	Mitigate: follow standard purchasing procedures. Treat furniture as a loss delivered. Use a telegraph inventory	Furniture and equipment meet needs once received in timely manner	Zero dollars

Probability

	Description	Low end	High end	Description
5	Almost Certain	67%	99%	Event is almost expected to happen. Almost everyone has seen or heard about this happening on similar projects.
4	Likely	33%	67%	Event is common to this type of project. Most people have seen this happen before or have heard about this happening on similar projects.
3	Possible	15%	33%	Many people have seen or heard about this happening on a similar project.
2	Unlikely	5%	15%	Many would be relatively surprised if this event were to occur. Few have ever heard about this risk happening on a project.
1	Remote	1%	5%	Most have never seen this risk realized or even heard about it on a similar project.

Cost Impact

\$10,000,000 Uncommitted Project Budget

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	\$1,000,000	\$10,000,000	Budget can only be maintained by several major cuts to scope & or alternative funding sources
7	Major	7.5%	\$750,000	\$999,999	Budget can be maintained by cutting a major scope item or reducing several significant scope items
5	Significant	5.0%	\$500,000	\$749,999	Budget can be maintained by cutting a significant scope item or several limited scope items.
2	Limited	2.0%	\$200,000	\$499,999	Budget change can be accommodated by existing contingency
1	Negligible	1.0%	\$0	\$199,999	Budget change can be accommodated by existing contingency

Schedule Impact

100 Weeks Remaining

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	10.0		Major Milestones are un-attainable
7	Major	7.5%	7.5	9.9	Major Milestones are missed by a period of time
5	Significant	5.0%	5.0	7.4	Critical path tasks fall behind schedule
2	Limited	2.0%	2.0	4.9	Delays to non-critical path activities begin to effect milestones
1	Negligible	1.0%		1.9	Delays to non-critical path activities

Scope Impact

Score	Description	Description
-------	-------------	-------------

11	Catastrophic	End-product is effectively useless
7	Major	Scope becomes unacceptable to sponsor or key stakeholders
5	Significant	End-product is usable but not desirable
2	Limited	End product is usable but not optimized
1	Negligible	No noticeable impact on end product

Risk Assessment Matrix

Effect on Cost	11	Catastrophic	Increasing Impact to Scope, Schedule and Budget					Increasing Impact to Scope, Schedule and Budget					Catastrophic
	7	Major											Major
	5	Significant											Significant
	2	Limited											Limited
	1	Negligible											Negligible
			Increasing Probability of Occurrence										
			Remote	Unlikely	Possible	Likely	Almost Certain						
			Likelihood of Occurrence										
			1	2	3	4	5						

[DRAFT as of December 3, 2014]

Update regarding the construction of the Chip and Shannon Wilson School of Design building at KPU Richmond

- Bids were received on July 24, 2014.
- All bids received were significantly over the pre-tender budget.
- After a comprehensive review of the bids, it has been decided that the full tender process will be cancelled.
- We continue to work diligently on this project and will provide further information as soon as we can.

Roll-out as below.

Q&A

Does this mean the project is cancelled?

No, this announcement refers to the tender process only.

So when will the building be constructed?

We are working with stakeholders on what the next steps will be. Once those are decided, the timeline will be revisited.

Why has it taken so long to make this decision?

We have been very careful to conduct a comprehensive review of the bids.

Why aren't you telling us more?

Details about the bids received remain confidential.

Internal feedback plan

Questions from the general KPU community will be directed to the communications@kpu.com e-mail address, which is monitored by Communications staff.

Responses will be drafted in consultation with the appropriate senior administrator if they go beyond the scope of the key messages and supplied Q&A.

A log of all interaction will be maintained and circulated internally as required.

Questions from the Wilson School of Design faculty will be fielded by Dean Carolyn Robertson, who will respond according to the key messages and supplied Q&A. Dean Robertson will seek consultation with the appropriate senior administrator should any questions go beyond the scope of the supplied messaging.

Media relations plan

Reactive only – provide key messages.

Spokesperson: Gordon Lee, Vice President Finance & Administration and Deputy Vice Chancellor

ROLL-OUT: Cascade plan as below

For all communication: The tender process has been cancelled			
Contact	Who	When 1. Donor/Government 2. Prior to general announcement 3. Time of general announcement	Comments
Chip and Shannon Wilson	President Davis	(1)	Done – December 2
Provincial Government, including Minister and DM	AVED	(1)	Ongoing
Chair, KPU Board of Governors	Marlyn Graziano	(1)	Done – December 1
KPU Board of Governors	Marlyn Graziano, Board Chair Shane King	(1)	Done – December 1
Bidders	Karen Hearn	(2)	Phone call to lowest bidder followed with letters by email to all bidders
Design Team	Karen Hearn	(2.1)	Karen to Architects for them to inform the team.
Mayor City of Richmond	President Davis	(2.1)	Phone call
PUE	President Davis	(2.1)	Email
Project Management Committee	Karen Hearn	(2.1)	Email
Stuart McIlmoyle (Campus Principal)	President Davis	(2.5)	Phone or email, depending on travel schedule
KPU President's Council	President Davis	(2.5)	Email
KPU Foundation Board Chair	Marlyn Graziano	(2.5)	Phone call
Wilson School of Design Employees	Dean Robertson	(2.75)	Email
KPU Foundation Board	Marlyn Graziano	(2.75)	Email
General KPU Community	Harry Gray, Chair Steering Committee	(3)	University Communicator

**WILSON SCHOOL OF DESIGN
COMMUNICATIONS FRAMEWORK
NEXT STEPS AS OF NOVEMBER 14, 2014**

OVERVIEW:

1. There are two essential elements to communicate:
 - a) Negotiations with the low bidder will cease.
 - b) The project will be re-tendered (finals details of the go-forward plan still to be resolved).
2. Ideally, these two elements will be communicated simultaneously. Two-stage messaging can be accommodated if necessary.
3. Messaging to lowest and other bidders will be drafted by legal counsel. This messaging will be parroted in communications to other stakeholders as needed.

REQUIREMENTS:

1. First communication for both a) and b) above will be with the donor. For discussion related to b), it is imperative that the donor be presented with a single scenario regarding an updated timeline.
2. The Ministry will be advised immediately of the donor's response and a stop-go analysis on further communication will be conducted prior to initiating further steps.
3. Donor concerns will be addressed prior to any next steps being taken.
4. A further stop-go analysis will be required as initial stakeholders are consulted. These include the Ministry and other Government stakeholders and the KPU Board of Governors.

COLLATERAL TO BE DEVELOPED (all documents aligned, many to be re-purposed for various target groups):

1. Messaging to the donor (script for telephone conversation, confirmation email).
2. Messaging to the KPU Board of Governors (likely via telephone conference, script required).
3. Messaging to KPU Foundation Board (email, follow-up telephone conference if deemed necessary).
4. Messaging to KPU Executive, President's Council (email).
5. Messaging to City of Richmond, Richmond MLAs (telephone calls).
6. Speaking notes, Q&As for KPU Senior Administration (not for general distribution).
7. Statement to all internal KPU stakeholders (email via University Communicator).
8. Messaging to the Wilson School of Design faculty and committees (email from Dean, script for face-to-face meetings).
9. Messaging to industry partners of the Wilson School of Design (statement to be prepared for delivery as/if required).
10. Internal feedback plan.
11. Media relations plan (reactive).
12. Issues management plan.

BASIC MESSAGE ELEMENTS:

1. Bids for the construction of the building at KPU Richmond were received on July 24.
2. All bids received were well over the pre-tender budget.
3. KPU exercised its right to explore scope changes and price adjustments with the lowest bidder to bring the work and price within the pre-tender budget amount.
4. KPU has now determined that the most prudent course of action is to cancel the tender and associated processes.
5. In KPU's judgment, a fresh start is warranted.
6. Accordingly, XXXXXXXX (to be fleshed out once the next step is determined).
7. It is anticipated that construction will now start on XXXXXXXX, with a new completion date of XXXX.
8. In the meantime, the User Committee will continue to work on technology, furniture and equipment needs. Program enhancements will continue to be developed.
9. We will share more information with you as soon as we are able.

ROLL-OUT: Cascade plan as below

For all communication: Key messages to be developed			
Contact	Who	When 1. Donor/Government 2. Prior to general announcement 3. Time of general announcement	Comments
Chip and Shannon Wilson	President Davis	(1)	Telephone call, follow-up email, face-to-face as/if required
Provincial Government, including Minister and DM	AVED	(1)	AVED Communications to liaise as needed with KPU Communications
Chair, KPU Board of Governors	President Davis	(2)	Telephone call
KPU Board of Governors	President Davis, Board Chair Shane King	(2)	Conference call
Mayor City of Richmond	President Davis	(2)	Phone call
Richmond MLAs	President Davis	(2)	Phone calls
PUE	President Davis	(2)	Email
Stuart McIlmoyle (Campus Principal)	President Davis	(2)	Phone or email, depending on travel schedule
KPU President's Council	President Davis	(2.5)	Email
Project Management Committee	Karen Hearn	(2.5)	Email
KPU Foundation Board Chair	Marlyn Graziano	(2.5)	Phone call
KPU Foundation Board	Marlyn Graziano	(2.75)	Email
Wilson School of Design Employees	Dean Robertson	(2.75)	Email
General KPU Community	President Davis	(3)	University Communicator
Design Team	Karen Hearn	(3)	Karen to Architects for them to inform the team.
Industry Partners – Wilson School of Design	Dean Robertson	(3.5)	Emails, telephone conversations, face-to-face as/if required

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
		"As possible, understand change to the project that has a potential impact on scope, schedule or budget"	Describe why the event will happen	Describe the consequences should the risk occur in terms of scope, schedule and budget	Probability of risk occurring	Scope	Schedule	Budget	Reputation Impact	Planned x Actual	Current status of the risk	Who is accountable for addressing this risk	Organization of the risk owner	What is the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response	What is the cost of the risk response? (within the cost of developing the response and the out-of-pocket cost of executing the response)
1	Construction	Lack of qualified contractors.	Inadequate prequalification of applicants.	Additional time required to select a General Contractor. Schedule delays. Possible increased costs.	1	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Mitigate with stringent standards and processes for pre-qualification of general contractors.	Contractor selected based on capability and experience in the sector.	Zero dollars
2	Construction	Regulated unsuccessful General Contractor applicants.	Failure to put contract may result in contractors alleging lack of a fair and transparent process.	External reputational damage. Cost and staff time implications to manage issues.	3	1	1	1	1	1	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Hired third party management consultants, MMW to complete the pre-qualification process. Posted selection process and evaluation criteria in the tender package. Owners Monitor hired to monitor processes and make recommendations as required.	Contractor selected with the selection process.	\$75,000 to hire consultant
3	Construction	Omissions in the contract and lack of coordinated documents by the design team.	Consultant error.	Schedule delays, increased costs.	3	2	2	2	2	6	Planned Response	Prime Consultant	KPMB	Mitigate by selecting consultants with insurance. Consultants to have QA program in place. Third party review conducted.	Avoid errors or omission claims.	zero dollars
4	Construction	General Contractor under performs.	Expectations of contractor not clearly defined. Contractor misread or inadequately. Contractor busy with other projects. Information not provided to Contractor in a timely manner.	Construction delays and errors. Work re-done. Schedule delays. Increased costs.	2	1	5	2	5	10	Mitigate	Executive Director, Facilities Services, Project Manager	KPU	Monitor contractor's performance through regular site visits, meetings, progress reports.	Quality work performed. No project delays.	zero dollars
5	Construction	Quality management processes not followed.	Repeat subcontractor.	Delays in project.	3	1	2	1	2	6	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Mitigate by selecting a General Contractor who will be liable for subcontractors. Ensuring that the GC has a plan in place to deal with/replace subcontractors that don't produce.	Project is built as per specifications and contract documents.	Zero dollars
6	Construction	Contractor defaults.	Underbidding - impacts cashflow. Bankruptcy. Subcontractor default.	Hire another contractor mid project to complete work begun. Delay in schedule. Potential cost increase.	1	1	7	2	7	7	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Contractors bonded for performance. Contractors to provide proof of insurance.	General contractor completes work as per contract in a timely manner.	Zero dollars
7	Construction	Cost overrun in capital management budget.	Insufficient ongoing cost control and tracking. Unmitigated cost escalation.	Inability to deliver project within budget.	2	2	2	2	2	10	Planned Response	Executive Director, Facilities Services, Executive Director Finance, Construction Manager, Project Manager	KPU	Monitor costs during construction. Monitor cashflows to reflect changes to project schedules. Control Change Orders. Identify contingencies in the budget to manage this risk. GCs can remain an ongoing consultant to address cost issues on an as needed basis.	Identification and regular reporting of all potential project costs including escalation. Establish and manage contingencies and reserves.	Zero dollars

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
		"A possible, unplanned change in the project that has a potential impact to scope, schedule or budget"	Describe why the risk event would occur	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring	Impact of the risk if it occurs				Score 1 / score	Current status of the risk	Who is accountable for addressing this risk?	Organization of the risk owner	What is the proposed risk response? Accept / Tolerate / Mitigate / Avoid	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of executing the
						Scope	Schedule	Budget	Total risk impact							
8	Procurement	Higher than market construction costs	Market fluctuations in materials and labour	Increased costs. Schedule delays. Contingencies consumed. GS bid is greater than estimate presented by GS requiring re-design and/or re-tendering.	3	2	2	5	5	13	Planned Response	Executive Director Facilities Services Executive Director Finance: Construction Manager: Project Manager	KPU	Mitigate: Cost premiums not anticipated as GS was brought in early and detailed shop drawings were developed early, allowing GC to get cost estimates earlier. Cost contingency in place. Design and construction contingencies in place. Site preparation, 10% of the project is already completed, on schedule.	Project delivered on budget	Zero dollars
9	Construction	Delays in receipt of funds	Accurate cashflow not developed or updated regularly. Financial reports/requests for funds/responses to requests for additional information not submitted on time or in the proper format.	Funding shortage. KPU not able to process invoices in a timely fashion. Possible reputational damage. Work stoppages.	1	1	1	1	1	1	Planned Response	Executive Director Facilities Services Executive Director, Finance: Project Manager	KPU	Avoid funding shortage by development of accurate cashflow, updated regularly. Establish procedure, rules and responsibilities with KPU Facilities and Finance to coordinate advancement of project funds. Include necessary financial terms in contract with Donor. Submit financial reports on time, in proper format.	Funds available when needed	Zero dollars
10	Construction	Unforeseen site conditions	Embedded hazardous materials or adverse environmental impacts/unknown conditions of underground utilities.	Increase in costs. Schedule delays.	2	1	2	2	2	3	Mitigate	Executive Director, Facilities Services; Project Manager, Prime Consultant	KPU, KPMB	80% of the site preparation work is complete. Remaining 20% in by the end of July. Mitigate by conducting site investigation, soil reports, geotechnical and civil reports by qualified consultants.	Due diligence early in the project and throughout. Proceed with construction without delay	Zero dollars
11	Construction	Restricted and/or special needs with respect to working conditions	Limited access to site due to exams, events, other activities.	Schedule delays	2	1	1	1	1	1	Planned Response	Executive Director, Facilities Services; Project Manager, Prime Consultant	KPU, KPMB	Mitigate with regular communications with Scheduling department and student community and project governance committee	Requests to stop construction not entertained. No delays in construction	Zero dollars

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequences on Project Performance	Probability of Risk occurring	Risk Impact				Risk Rating	Current status of the risk	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget	Total Risk Impact							
		"A possible, unplanned change to the project that has a potential impact to scope, schedule or budget"	Describe why this risk would occur.	Describe the consequences should the risk occur in terms of scope, schedule and budget.										What is the proposed risk response? Accept / Transfer / Mitigate / Avoid	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the out-of-pocket costs of enacting the response.
12	Construction	Critical path milestones not met due to reasons beyond contractor control	Construction delays due to weather, labour shifts or shortages, scheduling, safety violations, Delay in correcting deficiencies at individual stages of the project, Delay in commissioning, Delay in material and equipment delivery.	Change in schedule, increased costs, delay in completion and occupancy	3	2	7	1	7		Planned Response	Executive Director, Facilities Services, Project Manager, General Contractor	KPU, General Contractor	Mitigate by prioritizing tasks to achieve occupancy. Continue to use space in existing building if necessary. Shop drawings for critical path item must be provided earlier in the process than usual. Construction communications are processed in a timely fashion. Extended construction schedule based on consultation with industry. Ensure that the contractor prepares and follows a detailed schedule at the project start. Monthly reports to ensure the schedule is being followed.	Construction follows schedule. Occupancy when anticipated.	Zero dollars. Adequate contingencies in the budget to offset mitigations related to this risk.
13	Construction	Project not completed within required timeframe	Delay in making contractor award, Construction delays, Procurement delays, Delay of payment/fee schedules, Delay in correcting deficiencies	Lost partnership opportunity if delayed beyond 2015, Reputational impact, Delayed occupancy and loss of potential revenue from reuse of vacant space.	2	7	7	7	7	14	Planned Response	Chief Advancement Officer, Director of Development, Executive Director, Facilities Project Manager	KPU	Mitigate impact of any potential delays in decision-making by maintaining open communications with MHRM and KPU.	Project completed on time. Protection of donor relationship and reputation of Ministry and KPU	Zero dollars
14	Construction/Commissioning/Transfer/Service Delivery	Change management difficulties with user groups (faculty, staff, students)	General resistance to change, Reluctance of faculty, employees, students to adjust to new teaching paradigms, Faculty and students see new ways of teaching and learning that are not in alignment with the building.	Building doesn't align with pedagogy and expectations	3	2	1	1	1		Planned response	Dean, WSOB	KPU	Mitigate with regular communications such as meetings, activities, charrettes, program reviews with faculty, employees, students. Changes are happening now w/ teaching and technology including regular operations meeting and a committee established to review technology needs for new building. Working with IEI to anticipate needs in the classroom. Funds available to beta test lighting and furniture now in the existing building.	Building in alignment with pedagogy, expectations, faculty, staff, students satisfied.	\$14K for lighting beta test. Funds for furniture not identified yet.

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact				Risk Rating	Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
		"A possible unplanned change to the project that has a potential impact to scope, schedule or budget"	Describe why the risk event would occur.	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring	Impact of the risk if it occurs					Planned / Actual status of the risk	Who is accountable for addressing this risk?	Organisation of the risk owner	What is the proposed risk response?	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the actual cost of enacting the response.
						Scope	Schedule	Budget	Third party impact					Accept / Monitor / Mitigate / Avoid		
15	Construction/Commissioning/Transfer/Service Delivery	Client request design changes	Changing project vision due to industry-related advancements in technology, practices, research. Governance committees lack understanding of roles/responsibilities to manage the program and resolve internal program issues.	Insufficient User Group direction, resulting in delayed decisions and schedule delays or user group frustration or disengagement if decisions are made without their input. Scope creep. Change orders. Re-design work. Cost increases. Project delays.	3	2	1	1	1		Planned Response	Executive Director, Facilities Services, Project Manager, UGWS, WSOD	KPU	Avoid delays by communicating regularly with users. Implement Scope and Change management processes including "scope ladder". Ensure that governance committees understand their roles and responsibilities.	Shared vision amongst project participants. Decision making with change orders measured against project vision, goals and objectives. Ongoing monitoring and communication of project status.	
16	Commissioning/Transfer/Service Delivery	Unmet User Group expectations	Users unclear on project vision. Changing users (new hires, new students). Evolving academic and industry practices. Poor communication with users during construction period.	Conflict within Faculty and with internal project management and external consultants and contractors. Building does not meet the needs as intended.	3	2	1	1	1		Planned Response	Executive Director, Facilities, Project Manager, Dean, WSOD	KPU	Regular communication meetings. Extensive reporting in place through governance model. To inform all participants of construction phase of project. Students & faculty well represented on different user groups.	Design will meet intended requirements.	Zero dollars.
17	Commissioning/Transfer/Service Delivery	Unmet Donor expectations	Lack of communication or consultation with stakeholders. Inefficient project management plan.	Project delays. Damage to relationship with external partners. Donor withdrawal.	2	2	1	2	1		Planned Response	Chief Advancement Officer, Director of Development	KPU	Mitigate chances of disagreements by ensuring ongoing involvement and communication with Donor. Manage expectations. Nurture relationship.	Partnership founded on mutual trust and respect. Expectations met. Smooth program start-up.	Zero dollars.
18	Construction	Conflict with internal constituents non-WSOD community	Inadequate or ineffective communications.	Lack of awareness of community interest in the project. Reputation risks. KPU perceived as not being inclusive (inconsistent KPU strategic plan).	2		1	1	1		Planned Response	Executive Director, Facilities Services, Project Manager, Director External Relations & Communications	KPU	Mitigate with communication plan to widely communicate project. Advertised in local papers. Host community events.	Goodwill established with the community.	Zero dollars.
19	Construction	Conflicts: external stakeholders w/ building's appearance, location, impact on neighbourhood (qualitative aspects)	Actual construction may differ slightly from approvals/design.	Potential negative impacts on future development projects. Impacts goodwill as expectations not met, leading to stakeholder disengagement and reputational damage.	2		1	1	1		Planned Response	Executive Director, Facilities Services, Project Manager, Dean, WSOD, Director, External Relations & Communications	KPU	Mitigate stakeholder dissatisfaction and potential misunderstandings by engaging stakeholders regularly during construction. Implement communications plan and terms of reference.	Good communication with Stakeholders. Community support.	Zero dollars.

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Impact of the risk if it occurs			Risk Rating	Status	Risk Owner	Owner Organisation	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget							
		"A possible unplanned change to the project that has a potential impact to scope, schedule or budget"	Describe why the risk event would occur.	Describe the consequences should the risk occur in terms of scope, schedule and budget.	Probability of risk occurring					Planned Current status of the risk	Who is accountable for addressing this risk.	Organisation of the risk owner.	What is the proposed risk response? Accept / Monitor / Mitigate / Avoid	What are the expected results of successfully implementing the risk response?	What is the cost of the risk response? Include the cost of developing the response and the actual dollar cost of enacting the
15	Construction/Commissioning/Transfer/Service Delivery	Client request design changes	Changing project vision due to industry related advancements in technology, practices, research. Governance committees lack understanding of roles/responsibilities to manage the program and resolve internal program issues.	Insufficient User Group direction, resulting in delayed decisions and schedule delays or user group frustration or disengagement if decisions are made without their input. Scope creep. Change orders. Re-design work. Cost increases. Project delays.	3	2	1	1	1		Executive Director Facilities Services Project Manager: Ursula WSOG	KPU	Avoid delays by communicating regularly with users. Implement Scope and Change management processes including "scope ladder". Ensure that governance committees understand their roles and responsibilities.	Shared vision amongst project participants. Decisions making with change orders measured against project vision, goals and objectives. Ongoing monitoring and communication of project status.	
16	Commissioning/Transfer/Service Delivery	Unmet User Group expectations	Users unclear on project vision. Changing users (new hires, new students). Evolving academic and industry practices. Poor communication with users during construction period.	Conflict within faculty and with internal project management and external consultants and contractors. Building does not meet the needs as intended.	3	2	1	1	1		Executive Director, Facilities, Project Manager: Dawn WSOG	KPU	Regular communication meetings. Extensive reporting in place through governance model. To inform all participants of construction phase of project. Students & faculty well represented on different user groups.	Design will meet intended requirements.	Zero dollars.
17	Commissioning/Transfer/Service Delivery	Unmet Donor expectations	Lack of communication or consultation with stakeholders. Inefficient project management plan.	Project delays. Damage to relationship with external partners. Donor withdrawal.	2	2	1	2	1		Chief Advancement Officer, Director of Development	KPU	Mitigate chances of disengagement by ensuring ongoing involvement and communication with Donor. Manage expectations. Nurture relationship.	Partnership founded on mutual trust and respect. Expectations met. Smooth program start-up.	Zero dollars.
18	Construction	Conflict with internal constituents non-WSOG community	Inadequate or ineffective communications.	Lack of awareness of community interest in the project. Reputation risks. KPU perceived as not being inclusive (inconsistent KPU strategic plan).	2		1	1	1		Executive Director, Facilities Services, Project Manager, Director External Relations & Communications	KPU	Mitigate with communication plan to widely communicate project. Advertised in local papers. Host community events.	Goodwill established with the community.	Zero dollars.
19	Construction	Conflicts: external stakeholders will buildings appearance, location, impact on neighbourhood (qualitative aspects)	Actual construction may differ slightly from approvals/design.	Potential negative impacts on future development projects. Impacts goodwill as expectations not met. Leading to stakeholder disengagement and reputational damage.	2		1	1	1		Executive Director, Facilities Services, Project Manager: Dawn WSOG, Director, External Relations & Communications	KPU	Mitigate stakeholder dissatisfaction and potential misunderstandings by engaging stakeholders regularly during construction. Implement communications plan and terms of reference.	Good communication with stakeholders. Community support.	Zero dollars.

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact			Risk Rating	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost
						Scope	Schedule	Budget							
		"A critical element changed to the project that has a potential impact to scope, schedule or budget"	How often will this event occur?	Reasons for this consequence should be clear in terms of scope, schedule and budget	Probability of risk occurring								Where is the response? (Accept / Transfer / Mitigate / Avoid)	What are the expected results of a successful implementation of the risk response?	What is the cost of the risk response? (Include the cost of developing the response and the cost of potential results of executing the response)
20	Construction	Complaints of damage to neighbouring buildings due to construction related activities	Noise, traffic, construction means, dust and other construction activities cause cracks, settling or other nuisance factors to neighbouring properties	KPI staff and general contractor strategy diverted from the project to respond to complaints	4	1	1	1	1		Executive Director, Facilities Services, Project Manager, General Counsel, General Contractor	KPI, General Contractor	Mitigate: increase site monitoring for vibrations and settlement, consult with internal and possibly external legal and risk management counsel. External Affairs staff respond in diplomatic and consistent manner	Possible claims on KPI's for contractor's negligence, (reputational damage)	\$0K - \$10K for External Legal Counsel
21	Construction	LEED gold not achieved	Mechanical, electrical, & HVAC systems not designed to stated LEED requirements	Building not optimized. Additional costs required to achieve LEED gold. Reputational damage	2	1	1	1	1	Mitigate	Executive Director, Facilities Services, Project Manager, Prime Consultant	KPI, KPMG	Mitigate with continuous review of LEED, revise strategy to achieve LEED gold, engage LEED consultant, incorporate costs for an appeal into the contingency budget	LEED Gold achieved	Zero dollars
22	Commissioning/turnover	Inadequate commissioning	Schedule delays error in design	Potential to jeopardize LEED accreditation; inadequate documentation to Maintenance and Operations staff	1	2	2	1	2	Planned Response	Executive Director, Facilities Services, Project Manager, General Contractor	KPI, General Contractor	Avoid unnecessary schedule delays by ensuring Commissioning Plan/Schedule are established at commencement of project and incorporated into master project schedule. Establish realistic schedule. Retain independent Commissioning Agent to lead process. Allow facilities staff to "shadow" start-up and performance, etc. and ensure timely completion and handover of O&M manuals.	Smooth handover and transition of operations to Facilities team	Zero dollars

Risk Register

Risk ID	Life Cycle	Risk Event	Trigger / Root Cause	Consequence on Project Performance	Risk Probability	Risk Impact			Risk Ranking	Status	Risk Owner	Owner Organization	Risk Response	Expected Results of Risk Response	Response Cost	
		"In particular, Unplanned change to the project that has a potential impact to scope, schedule or budget"	"Describe why the risk event would occur."	"Describe the consequences should the risk occur in terms of scope, schedule and budget"	"Probability of risk occurring"	Impact of the risk if it occurs			"Place a score"	"Current status of the risk"	"Who is accountable for addressing this risk."	"Organization of the risk owner"	"What is the proposed risk response? Accept / Transfer / Mitigate / Avoid"	"What are the expected results of successfully implementing the risk response."	"What is the cost of the risk response? Include the cost of implementing the response and the anticipated costs of avoiding the risk."	
23	Commissioning/Runover	Delay in obtaining Occupancy permit	Unforeseen City requirements; inadequate time for testing. General contractor not completed in time for approvals	Inability to meet project opening date / start-up commitments	3	1	2	1	2	6	Planned Response	Executive Director, Facilities Services, Project Manager	KPU	Adjusted the substantial completion date by 15 weeks to allow additional time for tie up of construction details and move planning. Begin planning for occupancy early in construction phase and include created tasks in detailed construction schedule. Avoid unnecessary delays in occupancy and increased costs by establishing clear requirements with City and roles and responsibilities of project team. Coordinate to take lead in dialogue and coordination with City. Mitigate delays with "go to occupy" and phased occupancy back up plans.	Ability to meet fit-up, training/orientation, opening and start-up dates	
24	Commissioning/Runover	IFT unable to support user needs	In house expertise lacking. Insufficient budget for new hires. Inadequate resources to dedicate towards supporting the project planning phase	System may be overbuilt or beyond IFT ability to support. May result in change orders	3	2	2	5	5	15	Mitigate	CIO	KPR	Facility to hire MAC support technician. Ensure IFT participates in the planning phase	System is able to support curriculum delivery	
25	Commissioning/Runover	User unaware of how to use the space (students for labs, employees for new space, faculty for new technology spaces, new teaching modules, staff for mechanical operations,)	Inadequate communication, training	Space developed will not match the users' requirements. Lack of user buy in may result in repurchase equipment that is more user friendly	5	1	1	2	2	10	Mitigate	Executive Director, Facilities Services, Dixon	KPU	Develop formal training programs. Ensure user groups are informed through the established governance committees	User buy in achieved	Zero dollars
26	Commissioning/Runover	Vendor risk: delay in procurement of furniture and equipment	Vendor bankruptcies. Manufacturing difficulties. Delay in delivery. Substitutions not determined	Inability to provide furniture and equipment as required. Schedule delays	3	1	5	1	5	15	Planned Response	Executive Director, Facilities Services, Dixon	KPU	Mitigate: Follow standard purchasing procedures. Treat rent furniture if actually delivered. Use existing inventory	Furniture and equipment meet needs once reviewed in timely manner	Zero dollars

Probability

	Description	Low end	High end	Description
5	Almost Certain	67%	99%	Event is almost expected to happen. Almost everyone has seen or heard about this happening on similar projects.
4	Likely	33%	67%	Event is common to this type of project. Most people have seen this happen before or have heard about this happening on similar projects.
3	Possible	15%	33%	Many people have seen or heard about this happening on a similar project.
2	Unlikely	5%	15%	Many would be relatively surprised if this event were to occur. Few have ever heard about this risk happening on a project.
1	Remote	1%	5%	Most have never seen this risk realized or even heard about it on a similar project.

Cost Impact

\$10,000,000 Uncommitted Project Budget

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	\$1,000,000	\$10,000,000	Budget can only be maintained by several major cuts to scope &or alternative funding sources
7	Major	7.5%	\$750,000	\$999,999	Budget can be maintained by cutting a major scope item or reducing several significant scope items
5	Significant	5.0%	\$500,000	\$749,999	Budget can be maintained by cutting a significant scope item or several limited scope items
2	Limited	2.0%	\$200,000	\$499,999	Budget change can be accommodated by existing contingency
1	Negligible	1.0%	\$0	\$199,999	Budget change can be accommodated by existing contingency

Schedule Impact

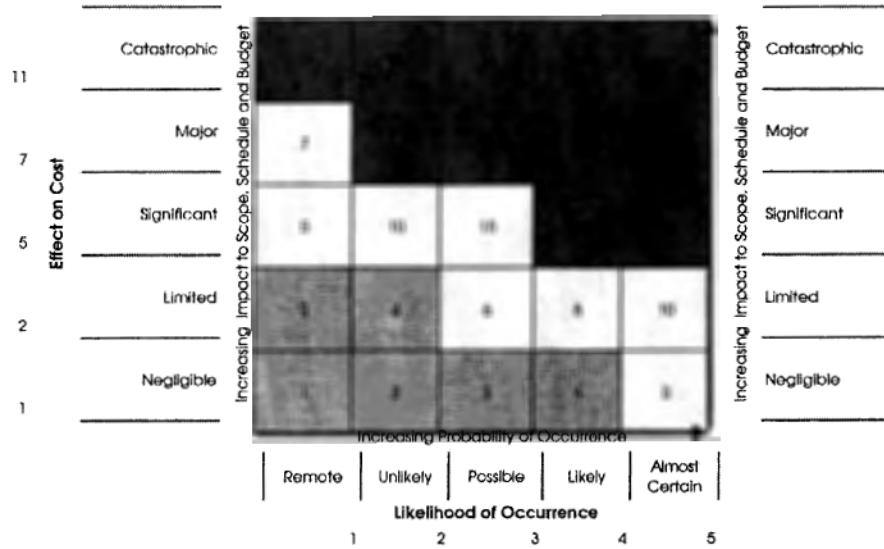
100 Weeks Remaining

Score	Description	Guide	Minimum	Maximum	Description
11	Catastrophic	10.0%	10.0		Major Milestones are unattainable
7	Major	7.5%	7.5	9.9	Major Milestones are missed by a period of time
5	Significant	5.0%	5.0	7.4	Critical path tasks fall behind schedule
2	Limited	2.0%	2.0	4.9	Delays to non-critical path activities begin to affect milestones
1	Negligible	1.0%		1.9	Delays to non-critical path activities

Scope Impact

Score	Description	Description
11	Catastrophic	End-product is effectively useless
7	Major	Scope becomes unacceptable to sponsor or key stakeholders
5	Significant	End-product is usable but not desirable
2	Limited	End product is usable but not optimized
1	Negligible	No noticeable impact on end product

Risk Assessment Matrix



Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, October 29, 2014 6:05 PM
To: Nickerson, Catherine M AVED:EX
Subject: Fwd: KPU - CSWSOD - Minutes of Phase 2 Bid Review Meeting #3 - Bird Construction
Attachments: image001.jpg

Fyi

Karen Hearn

Begin forwarded message:

From: Rob Pellaers <Rob.Pellaers@bird.ca>
Date: October 29, 2014 at 6:02:19 PM PDT
To: Karen Hearn <Karen.Hearn@kpu.ca>
Subject: Re: KPU - CSWSOD - Minutes of Phase 2 Bid Review Meeting #3 - Bird Construction

Karen,

We will provide the schedule tomorrow afternoon.

Rob

Sent from Samsung Mobile

----- Original message -----

From: Karen Hearn
Date: 10-29-2014 5:07 PM (GMT-08:00)
To: "Harris, Richard" ,Craig Regan ,Gordon Lee ,bruce.wendel@kpu.ca,Rusty Joerin ,Rob Pellaers ,Andris Ozols ,Raul Pineda , "Johnson, Justin"
Subject: RE: KPU - CSWSOD - Minutes of Phase 2 Bid Review Meeting #3 - Bird Construction

Richard, please note the following suggested changes:

3.6.1 Delete Genset – this should read that Clarification required from the code consultant and the City of Richmond.

3.6.1 Change elevator speed and cab – we agreed to change of speed; we did not support the Eco Space cab

3.7.2 Schedule was discussed to be provided by Monday not by Oct. 31st.

As well the due by date of Oct. 31st was not discussed at the meeting though seems reasonable other than for the Schedule which was identified as the highest priority and Raul had identified it being easy to respond to.

Karen

From: Harris, Richard [<mailto:richard.harris@mhpm.com>]

Sent: Monday, October 27, 2014 10:23 PM

To: Karen Hearn; Craig Regan; Gordon Lee; bruce.wendel@kpu.ca; Rusty Joerin; rob.pellaers@bird.ca; Andris Ozols (Andris.Ozols@bird.ca); Raul Pineda; Johnson, Justin
Subject: KPU - CSWSOD - Minutes of Phase 2 Bid Review Meeting #3 - Bird Construction

Good evening,

For your review and use, please find attached the Minutes of our October 22, 2014 Phase 2 Bid Review Meeting #3 with Bird Construction for the Chip and Shannon Wilson School of Design.

Reference MHPM Document No. 890319-0203(1.0).

For consistency, and unless otherwise discussed, I used the end of the month (October 31, 2014) as the due date for all new action items.

These minutes are deemed to be accurate and acceptable as issued. Please submit any errors or omissions to the attention of Justin Johnson.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C

Vice President | Pacific

MHPM PROJECT MANAGERS INC.

555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7
Office 604.714.0988 ext. 222 | Fax 604.714.0989

richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.





Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, December 15, 2014 10:16 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: Fwd: KPU Chip and Shannon School of Design
Attachments: image004.gif; image001.jpg; image002.png; image003.png

FYI

Karen Hearn

Begin forwarded message:

From: Craig Regan <Craig.Regan@kpu.ca>
Date: December 15, 2014 at 4:21:07 PM PST
To: Karen Hearn <Karen.Hearn@kpu.ca>
Subject: FW: KPU Chip and Shannon School of Design

FYI



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Paul O'Shaughnessy [<mailto:paul.o'shaughnessy@altusgroup.com>]
Sent: Monday, December 15, 2014 4:08 PM
To: Craig Regan
Cc: Phil Pavitt
Subject: KPU Chip and Shannon School of Design

Craig,

It is with disappointment and frustration that I must inform you that we will not be issuing the draft report at the end of business today as our MEP surveyors hadn't heard back from the consultants are therefore now finalizing their VE adjusted estimates based on assumptions. Also, to make matters worse, we have had a database malfunction which is being addressed by our IT department as we speak and which will hopefully be rectified overnight so that we can price certain outstanding VE items. We sincerely hope that both these will be rectified by early tomorrow morning so that we can complete the draft report and issue to you tomorrow.

We sincerely apologize for the delay and appreciate that KPU are eagerly awaiting this report in order to take the project forward.

Regards,

Paul O'Shaughnessy, MBA, MRICS

Senior Cost Consultant, Cost Consulting & Project Management, Altus Group Limited

D: 778.331.8145 T: 604.683.5591 ext 1645 M: 778.246.1249 F: 604.683.5594

1040 West Georgia Street, Suite 630, Vancouver , British Columbia, V6E 4H1 Canada

Altus Group is a leading provider of independent commercial real estate consulting and advisory services, software and data solutions worldwide.



If you wish to unsubscribe from receiving commercial electronic messages from Altus Group, please click [here](http://www.altusgroup.com/disclosures/anti-spam-policy) or go to the following web address: <http://www.altusgroup.com/disclosures/anti-spam-policy>

This message, and the documents attached hereto, are intended only for the addressee and may contain privileged or confidential information. Any unauthorized disclosure is strictly prohibited. If you have received this message in error, please notify us immediately so that we may correct our internal records. Please then delete the original message. Thank you.



Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, November 24, 2014 6:33 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: Fwd: KPU School of Design Project Board meeting # 4 - Nov 24, 2014
Attachments: Appendix 3 Options Analysis Nov 21 14 (mh comments).docx; ATT00001.htm

Sensitivity: Confidential

Kevin, suggestions as to how best to deal with Mike's comments at this point would be appreciated. What will be his expectation of the feedback - that we provide a revised document at the meeting, that we be prepared to discuss his comments at the meeting or ...?

Thanks.

Karen

Begin forwarded message:

From: Michael Houle <Michael.Houle@partnershipsbc.ca>
Date: November 22, 2014 at 8:18:08 AM PST
To: "Karen.Hearn@kpu.ca" <Karen.Hearn@kpu.ca>, "Dale, Raman FIN:EX" <Raman.Dale@gov.bc.ca>, "Brewster, Kevin AVED:EX" <Kevin.Brewster@gov.bc.ca>
Cc: Craig Regan <Craig.Regan@kpu.ca>
Subject: RE: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

Karen, Craig,
Comments on your procurement options assessment attached. While I agree with the overall result, I've a number of comments throughout for your consideration.

Regards,

M.R. (Mike) Houle, MBA, MA
Vice President, Client and Market Engagement

partnerships
British Columbia
Cell: 250-818-7950
michael.houle@partnershipsbc.ca

From: Nickerson, Catherine M AVED:EX [Catherine.Nickerson@gov.bc.ca]
Sent: Friday, November 21, 2014 4:27 PM
To: Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca; Michael Houle; 'kristan.Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX; Harry Gray
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX; Gordon.Lee@kpu.ca; McMahan, Alana AVED:EX; Craig Regan
Subject: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

Good afternoon,

Attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #4 to be held on Monday, Nov 24, 2014.

Agenda

Draft Minutes of Project Board Meeting #2
Draft Minutes of Project Board Meeting #3
Project Status Report #4
Appendix 1: Contributing factors to bids being over pre-tender estimate
Appendix 2: Draft letters cancelling negotiations, tender and all associated processes
Appendix 3: Revised Procurement Options Analysis
Appendix 4: Procurement Options Schedule
Appendix 5: Architects letter describing re-design strategies to be within project budget
Appendix 6: Communications Framework

Should you have any questions, please contact me at (250) 356-7896 or by email at
Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson

Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP

Director, Capital Asset Management

Post-Secondary Finance Branch

Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

S.17 - withheld



Appendix 3: Chip and Shannon Wilson School of Design Procurement Options Analysis

(Assumes approval to proceed given Monday, December 1, 2014)



Project Objectives and Guiding Principles: Construction of a quality, innovative LEED Gold building for \$36M total project costs, \$23M construction, by December 31, 2016.

Scoring Framework:

- Low (0-1 points)** Fails to meet basic project objectives and guiding principles
- Medium (2-3 points)** Adequately meets project objectives and guiding principles
- High (4-5 points)** Fulfills project objectives and guiding principles and provides a highly efficient and effective delivery solution

Abbreviations:

- CM – Construction Manager
- DB – Design Build
- OSR – Owner's Statement of Requirements
- RFP – Request for Proposal
- RFQ – Request for Quotation

Scoring:

Maximum of 20 points possible

#1A Pre-Construction	Option	Schedule	Cost	Quality	Risk Profile	Score
	Cancel tender	Cancel: 0 months	Market price;	Consultant, Owner and CM oversight of design;	CM for Pre-Construction takes no risk;	
	Re-design	Design: 5.5 months	Apply cost control through both QS and CM;	Trade feedback and constructability knowledge gained during negotiation process can be applied to re-design	Access specialized Pre-Construction Services;	
	Pre-Construction Services	Hire CM*: 1 month	Increased soft cost for pre-construction services (fee < \$75K)	CM schedule, constructability and costing inform re-design process	Risk of re-tendered market price;	
	Re-tender	Tender: 2 months			KPU has successful experience with delivery model	
		Build: 18 months				
		Move-in**: 2 months				
		Completion: December 2016				
		* Assumes CM retained concurrently with design				
		** Move-in commences 1 month prior to Substantial Completion				
	Option #1A Summary of Pros/Cons: <div> <p>Pros:</p> <ul style="list-style-type: none"> Re-design process benefits from CM schedule, constructability and costing advice during re-design process and independent validation of value analysis ideas generated to-date from Low Bidder negotiations. Improves cost certainty for project partners by leveraging CM/QS cost control during re-design culminating in a competitive tender process. Well understood process and contract ultimately supports partner and stakeholder schedule requirements. Maximizes Owner oversight during design and ability to ensure Campus' quality standards are consistently addressed. Improves schedule certainty. Straight forward, well understood process supports project completing in accordance with schedule requirements. Re-design fees minimized and avoids termination expenses. Retaining existing design team further invests in project/client understanding gained to-date. Salvages existing design. Design modifications should be easily and quickly turned around. <p>Cons:</p> <ul style="list-style-type: none"> Pricing at time of tender subject to market forces. Retaining existing design team does not maximize opportunity for innovation and a fresh perspective that a new team could offer. </div>					

Comment [MH1]: I think this is actually a pro as you benefit from a re-tendering process and associated competitive tensions

Appendix 3: Chip and Shannon Wilson School of Design Procurement Options Analysis

(Assumes approval to proceed given Monday, December 1, 2014)

s. 17 - withheld

#1B Pre-construction with new Design Team

Option	Schedule	Cost	Quality	Risk Profile	Score
Satisfies project objectives	Low - 0 points	Medium - 2 points	High - 3 points	High - 4 points	4
Cancel tender	Cancel: 0 months	Market price;	Consultant, Owner and CM oversight of design;	CM for Pre-Construction takes no risk;	
Retain new Design Team (DT)	Retain DT: 2 months	Apply cost control through both QS and CM;	Trade feedback and constructability knowledge gained during negotiation process can be applied to re-design	Access specialized Pre-Construction Services;	
Re-design	Design: 8 months	Increased soft cost for pre-construction services (fee < \$75K);	CM schedule, constructability and costing inform re-design process	Risk of re-tendered market price;	
Pre-Construction Services	Hire CM*: 1 month	Increased soft costs associated with new design team (fee approx. \$1M)		KPU has successful experience with delivery model	
Re-tender	Tender: 2 months				
	Build: 18 months				
	Move-in**: 2 months				
CM for Pre-Con Services Only	Completion: April 2017				
• CM retained to provide schedule, cost and constructability advice during design.	*Assumes CM retained concurrently with design				
• CM paid a fixed fee for service.	** Move-in commences 1 month prior to Substantial Completion				
• Construction Contract – CCDC2.					
Option #1B Summary of Pros/Cons:	<p>Pros:</p> <ul style="list-style-type: none"> • New design team will bring fresh perspective to project design. • Re-design process benefits from CM schedule, constructability and costing advice during re-design process and independent validation of value analysis ideas generated to-date from Low Bidder negotiations. • Improves cost certainty for project partners by leveraging CM/QS cost control during re-design culminating in a competitive tender process. • Well understood process and contract ultimately supports partner and stakeholder schedule requirements. • Maximizes Owner oversight during design and ability to ensure Campus' quality standards are consistently addressed. • Improves schedule certainty: Straight forward, well understood process supports project completing in accordance with schedule requirements. <p>Cons:</p> <ul style="list-style-type: none"> • Rights to design will need to be relinquished by current incumbent. Issues pertaining to copyright, ownership and use of design and documents, acknowledgement and liability are set out in the Royal Architect Institute of Canada (RAIC) Document 6, 2006 Standard Form of Agreement for architectural services. As per General Condition 5, the "Architect's Instruments of Service shall remain the property of the Architect whether the Project for which they are made is executed or not, and whether or not the Architect has been paid for the services. Their alteration by the Client is prohibited." However, consent cannot be reasonably withheld. The new incumbent will need to seek formal written approval from the current incumbent in order to be able to use existing design. • Incurs termination expenses including an amount for anticipated loss of earnings to current incumbent. • Project budget needs to absorb fees associated with new design team. • New design team will require time to review/confirm program and scope and initiate design ultimately extending design period. • Investment in current design may not be optimized/salvaged by new design team. • Pricing at time of tender subject to market forces. 				

Comment [MH2]: While it remains a concern, I think this is overstated, you have sufficient grounds to terminate this relationship and the changes necessary to reach price would constitute sufficient design change to result in a complete change in any assumption of ownership.

Appendix 3: Chip and Shannon Wilson School of Design Procurement Options Analysis

(Assumes approval to proceed given Monday, December 1, 2014)

s. 17 - with held

#2 Design Build

Option	Schedule	Cost	Quality	Risk Profile	Score
<p>Cancel tender Proceed as Design-Build (DB)</p> <p>Design Builder • Method of project delivery in which general contractor (design builder) provides both professional design services and construction of the project • Design is developed by Owner's Bridging Consultant and Criteria Consultant and issued to market via a Request for Proposal (RFP). • Design builder submits technical proposal to RFP • Contract award is based on the best combination of technical compliance, innovation and cost. • Design-Build Contract - CCDC 34 or DBA</p>	<p>Cancel: 0 months Criteria: 1.5 months OSR: 6 months DB RFQ: 1.5 months Shortlist: 1 month DB RFP: 4 months Award: 1 month Design: 0 months Build: 18 months Move-in: 2 months</p> <p>Completion: May 2017 */** /*** Assumptions: DB RFQ runs concurrently with OSR, Assumes design runs concurrent with construction, DB RFQ, shortlisting preferred proponent and design not on critical path Move-in commences 1 month prior to Substantial Completion</p>	<p>\$23 M</p> <p>Apply affordability ceiling in DB RFP.</p> <p>Apply positive scope ladder in DB RFP.</p> <p>Additional cost associated with procurement and contract administration; Higher consultant fees compared to all other Options - approximately 8-10% of total project costs; Drawings to date of no value</p>	<p>OSR defines Owner's quality expectations. Owner's Criteria Consultant/ Compliance Team monitors quality</p>	<p>Significant transfer of schedule and cost risk at time of award; Cost certainty known at time of proposal close. Strong market to draw from; Current Design Team may not be sufficiently experienced in DB; No benefit of early cost commitment due to protracted DB procurement process; Does not leverage investment in design-to-date; Potential for negative response for design industry, donor and stakeholders re new building design; KPU reputational risk to deliver on publicized design and loss of building branding achieved to date; Minimize risk of negative publicity for government, donor, KPU</p>	
Option #2 Summary of Pros/Cons:	<p>Pros:</p> <ul style="list-style-type: none"> Improves cost certainty for project partners. Price is confirmed at time of design build proposal close. Improves schedule certainty for project partners. Significant transfer of schedule and cost risk at time of award. 	<p>Cons:</p> <ul style="list-style-type: none"> Investment in current design cannot be salvaged. Design Build design and procurement processes are fundamentally different to Design Bid Build approach. Current Design Team may not be sufficiently experienced in design build so this process could necessitate that a new design team have to be retained. KPU not experienced with delivery methodology, form of contract and contract administration requirements. This option potentially exposes project partners to highest risk of negative publicity due to write-off of process to-date and much publicized design not being realized. 			

Comment [MH5]: Not relevant as this option would result in change in design team.

Comment [MH6]: Maybe, but a number of other cost benefits driven by the DB process come into play.

Comment [MH4]: As a standalone DB, this would not be the case. Not clear how you arrived at this assumption (unless you mean that existing sunk costs in combination with the new fees driven by DB result in highest fee requirement), then I get it (and if so, please make that clear in your text)

Comment [MH7]: While specific drawings may not be utilized, the process that drove their development and resulting content would be material to the development of the OSR.

Comment [MH3]: You should assume the DB construction schedule will result in some measure of efficiency (one or two months less than your assumptions for DBB) which is common in a DB. No change to your overall schedule is necessary but you would not need to move into the new build prior to substantial completion.

Comment [MH8]: This item should be described more fully in the risk profile section as it is of all things, the most important in my view.

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Tuesday, September 23, 2014 11:12 AM
To: Karen.Hearn@kpu.ca
Cc: Gordon.Lee@kpu.ca; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board meeting #1

Importance: High

Hi Karen,

I wanted to give you a heads up that the Project Board will be interested in knowing what the plan – or decision tree – is regarding what KPU will do if you:

- can, or if
- you can't,

negotiate the project back on budget. They will want to understand what the steps, risks and mitigation strategies are depending on how it goes. A simple flow chart might help to present the 2 different options.

There may also be a 3rd option that would describe what you would do if can't get the project back within the approved budget, but can negotiate close to the budget – say within a few million dollars - and what the plan / decision tree would look like for that.

In addition to donor and ministry approvals as noted in the Project status report, there may also be approvals from your Board of Governors. We would need to understand the sequence and timing of approvals relative to the timing to finalize (or not) the contract and proceeding to the next steps.

I appreciate that there may not be time to put together a document for tomorrow's meeting, but you should be prepared to discuss this issue and could follow-up with documentation.

Please let me know if you would like to discuss further.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 24, 2014 3:40 PM
To: 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board

Hello Kristan and Bruce,

Further to the KPU Wilson School of Design Project Board meeting today, please send me a copy of your signed Conflict of Interest and/or Confidentiality form(s) related to this project.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel. (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 20, 2014 9:07 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Letter from ARchitects regarding steps to avoid repeat

Catherine, Craig and I spoke with the Architects last week who are not aware of the Project Board though do know we have various approvals required before we can proceed again with the project. I indicated that we are considering using the services of a new Quantity Surveyor and pre-construction design assist (CM design only) as strategies to reduce the risk of a re-occurrence of the bids being above budget. I asked for their thoughts and experience with this approach as well as what strategies will they employ to ensure we do not have a similar outcome. Their response is attached.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 12:31 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Listing of events with Bird
Attachments: Summary of Negotiations with Lowest Bidder Nov 6.docx



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Summary of Negotiations with Lowest Bidder

Date	Attendees	Focus
Aug. 1	KPU, MHPM, Rusty Joerin (Woodsgift Consulting, sub-consultant to MHPM), Bird	MHPM chaired. Agenda and minutes received. Focus was on discovery.
Aug. 5	KPU, Public, KPMB, Fast + Epp, JBA	Reviewing initial feedback from Bird and exploring what can be modified to reduce project cost.
Aug. 12	Clark Wilson, KPU, MHPM, Rusty Joerin	Discussion of legal review to determine compliance of lowest bidder and ability to proceed with next meeting with Bird.
Aug. 14	KPU, MHPM, Rusty Joerin, Bird. MHPM chaired.	Explored alternatives to scope to bring the project within budget. Lowest bidder reviewed suggestions developed by the Design team. Bird to submit high level list of suggested changes by Aug. 21.
Aug. 20	Email between KPU, Bird.	Bird to proceed with discussions with subcontractors to update schedule of savings by Aug. 21.
Aug. 22	Email between KPU, Bird.	Moved submission of the high level list of proposed revisions to Aug. 25.
Aug. 26	KPU, Bird, KPMB, Public, AME, Fast + Epp	Four hour meeting discussing the potential changes each group had identified.
Aug. 27	KPU, Public, KPMB, Fast + Epp, Levelton	Discussion with structural and geotechnical engineers regarding alternative foundation options.
Aug. 27	Email between KPU, Bird.	Bird submitted new cost savings and scope change proposal.
Aug. 28	KPU, Public, KPMB	Review of 50% glazing reduction based on Bird's suggested scope changes.
Aug. 28	Email between KPU, AES.	AES (electrical consultant) replied to the list of potential savings wrt to electrical and electrical infrastructure changes.
Aug. 29	KPU, Public, KPMB	Provided an updated version of skylight and details of typical curtain wall construction in response to Bird's suggestions.
Aug. 29	KPU, Public, KPMB, Bird	Discussed revision of bridge detail in response to Bird's suggested scope changes
Aug. 29	KPU, Public, KPMB, AME (mechanical consultant), Bird	Designers' response to mechanical-based systems to review cost saving measures supplied by Bird.

Date	Attendees	Focus
Sep. 3	KPU, Public, KPMB, Bird, Flynn (glass supplier)	Reviewed the building envelope and curtain wall options. Bird to set up a meeting with the electrical consultant and Bird's electrical subcontractor the following week.
Sep. 5	KPU, Public, KPMB, AME	Discussed the Flynn report.
Sep. 9	KPU, Public, KPMB, Bird, Flynn	Discussed revised elevations for cost savings.
Sep. 9	KPU, Public, KPMB	Discussed washroom revisions.
Sep. 15	KPU, Public, KPMB, AES, AME, GHL (code consultants)	Discussed possible cost savings regarding the emergency generator.
Sep. 17	KPU, Public, KPMB, Bird	Teleconference regarding alternate ceiling proposal, landscaping, schematic design for clearstory at L3 roof level, AV base building budget.
Sep. 19 - 24	KPU, Public, KPMB, Bird	Multiple discussions regarding ceiling finishes.
Sep. 25	KPU, Public, KPMB, Recollective, PFS Studio (landscape architects)	Reviewed potential cost savings through landscaping and effect on LEED scoring.
Sep. 25	KPU, Bird, AME, ESC (controls contractor)	Discussed changes to controls specifications based on Bird's cost saving s specifications.
Sep. 25	KPU, Public, KPMB, Bird	Reviewed potential scope changes on wall detail and curtain wall based on report received from Flynn.
Sep. 26	KPU, Bird	Updated list of suggested changes received from Bird.
Oct. 22nd	KPU, MHPM, Rusty Joerin, Bird. MHPM chaired	Discussed KPU need to get to cost certainty; confirmed Bird's willingness to continue negotiations; provided feedback on the proposed Scope Changes & Budget Estimate
Oct. 30 th	Bird	Provided proposed schedule with 3 phases

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 20, 2014 6:53 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: Monday's meeting
Attachments: Directions to Room A350.docx

Kevin, I hope you are still planning to join us at KPU on Monday. If so, the room we are meeting in is a bit difficult to find as it is not a regularly booked space and is within the secure IET suite. Attached are directions to assist you. If three flights of stairs are an issue let me know and I can arrange for elevator access which is available via a freight elevator.

If you are able to be at the campus and have a bit of time I would welcome the opportunity to show you some of the campus highlights.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Address: 12666 - 72nd Avenue, Surrey

IET Meeting Room: # A350, Arbutus (Coast Capital Library) Building

Meeting: The meeting is in the Arbutus (Coast Capital Library) building 3rd floor IET department room A350 which is within a secured area. Access to the IET area is through the exterior door (indicated with green arrow in photo below) to a stairwell leading to IET's area at the top of the stairs. When you reach the third floor lobby there is a phone to use to contact the highlighted name on the list who will open the door for you.

Room A350 is directly inside the IET suite. We likely will be able to know you are there and let you in without needing to use the phone.

Please note room A350 is not directly accessible through the Library. If you require elevator rather than stair access please let Karen Hearn know and she will arrange access.

Copyright

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, November 10, 2014 10:37 AM
To: 'Gordon.Lee@kpu.ca'; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Karen Hearn; Houle, Michael PSBC:EX
Cc: McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: next KPU Project Board meeting

Good morning Project Board members,

As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.

Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.

Thank you,
Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 25, 2014 8:13 AM
To: Nickerson, Catherine M AVED:EX
Cc: Kostov, Krassimir; Aitken, Cathy M AVED:EX
Subject: Notification to bidders

Catherine, further to yesterday's meeting here is a copy of the correspondence that was provided to Ledcor regarding the tender.

Karen

From: Harris, Richard [mailto:richard.harris@mhpm.com]
Sent: Thursday, August 21, 2014 4:51 PM
To: 'Mike Maierle'
Cc: rusty@woodsgift.com; Craig Regan
Subject: RE: Kwantlen School of Design

Hi Mike,

Thanks for your patience.

I can report that all of the bids received were well over the pre-tender budget and Kwantlen is in negotiation with the lowest, compliant bidder.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.
555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7
Office 604.714.0988 ext. 222 | Fax 604.714.0989
richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Mike Maierle [mailto:Mike.Maierle@ledcor.com]
Sent: Tuesday, August 19, 2014 5:03 PM
To: Harris, Richard
Cc: rusty@woodsgift.com
Subject: RE: Kwantlen School of Design

Richard,

Hope all is well. Any update on the project?

Thanks,
Mike

Mike Maierle
| c 604-230-9790

From: Harris, Richard [<mailto:richard.harris@mhpm.com>]
Sent: Thursday, August 14, 2014 6:18 PM
To: Mike Maierle
Cc: rusty@woodsgift.com
Subject: RE: Kwantlen School of Design

Hi Mike,

Yes, thanks for your note and voicemail. My holidays were good also, thank-you.

We had a meeting with KPU earlier today. I'm hoping to be able to share more information with you in the next day or so.

We appreciate your continued patience.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.
555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7
Office 604.714.0988 ext. 222 | Fax 604.714.0989
richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Mike Maierle [<mailto:Mike.Maierle@ledcor.com>]
Sent: Thursday, August 14, 2014 2:38 PM
To: Harris, Richard
Cc: rusty@woodsgift.com
Subject: RE: Kwantlen School of Design

Richard,

Hope you had a good holiday.

I left you a message yesterday requesting an update on the analysis of our tender submission for the Kwantlen School of Design.

Please let me know when we can schedule a meeting to discuss our submission with your team.

Thanks,
Mike

Mike Maierle
| c 604-230-9790

From: Harris, Richard (<mailto:richard.harris@mhpm.com>)
Sent: Thursday, July 24, 2014 5:20 PM
To: Mike Maierle
Cc: rusty@woodsgift.com
Subject: RE: Kwantlen School of Design

Hi Mike,

Thanks very much for your bid.

All I can share at this point is confirmation that your bid was received.

Regards,

Richard H. Harris, P.Eng., PMP, LEED AP BD+C
Vice President | Pacific

MHPM PROJECT MANAGERS INC.
555 West 12th Avenue, Suite 550, Vancouver, CANADA V5Z 3X7
Office 604.714.0988 ext. 222 | Fax 604.714.0989
richard.harris@mhpm.com | www.mhpm.com

MHPM PROJECT LEADERS - Managing risk. Maximizing opportunity.



From: Mike Maierle (<mailto:Mike.Maierle@ledcor.com>)
Sent: Thursday, July 24, 2014 4:10 PM
To: Harris, Richard
Subject: Kwantlen School of Design

Richard,

Thank you for making the revisions to the bid form yesterday, much appreciated.

Please let us know if you require any clarifications with regards to our submission today.

Feel free to call me directly at 604-230-9790.

Thanks!
Mike

Mike Maierle, GSC
Director of Pre-Construction
Ledcor Construction Limited
500, 1055 West Hastings Street, Vancouver, BC V6E 2E9
| f 604-681-7303 | c 604-230-9790
www.ledcor.com

FORWARD. TOGETHER.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 18, 2014 2:07 PM
To: Nickerson, Catherine M AVED:EX
Subject: Powerpoint Presentation

Catherine, I can. I may be able to have it completed tomorrow otherwise it would be Wednesday morning. I am on vacation Monday and Tuesday. It's challenging trying to get my vacation allotment used up!

We are not big powerpoint fans at KPU though they do have usefulness in certain situations.

I was considering including in the presentation:

A brief history - a slide referring to the donor, the business case, the approval Location - campus site map Image - exterior rendering Design team - list of the consultants Site Preparation - slide on the status of what done; perhaps a few images of the work Background - few slides providing more of the background on the project Current Status - few slides regarding the scope changes/negotiations Discussion/guidance - the item identified in Appendix A of the Project Status Report Questions

Is this the type of presentation you were thinking of? Suggestions are very much appreciated.

Karen

-----Original Message-----

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, September 18, 2014 8:59 AM
To: Karen Hearn
Subject: Re: Project Board

Sounds good Karen.

Will you also be preparing an overview PP?

Sent from my iPhone

On Sep 17, 2014, at 5:03 PM, "Karen Hearn" <Karen.Hearn@kpu.ca<<mailto:Karen.Hearn@kpu.ca>>> wrote:

Catherine, sorry for not getting things to you today, I'm just rushing out to our Richmond campus for the Board meeting. Will have time first thing tomorrow to provide revised Briefing. On reading over the Terms of Reference and looking at the Project Status Report I think I would like to prepare a status report for this meeting as it provides a condensed version and will be good practice for me to use this format. Hopefully this will work for you.

Karen

<image003.jpg>

Karen Hearn PDP, FMA, MA, LEED AP

Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca <<mailto:karen.hearn@kpu.ca>>
www.kpu.ca <<http://www.kpu.ca/>>

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, September 16, 2014 1:15 PM
To: Nickerson, Catherine M AVED:EX
Subject: Project Board meeting time

Catherine, hoping you may have a few minutes for conversation regarding options for the first meeting. I have a meeting from 2:00 – 2:30 and then can be clear for the remainder of the afternoon.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Tuesday, September 16, 2014 9:31 AM
To: Karen Hearn
Cc: McMahan, Alana AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: Briefing Note

Hi Karen,

Thank you for the Project Board material. We will review and get our comments back to you ASAP.

Please let me know if the earlier time on Wed Sept 24th can be accommodated. Unfortunately, we won't have everyone in person, but better to keep things moving.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, September 15, 2014 5:34 PM
To: Nickerson, Catherine M AVED:EX
Subject: Re: Briefing Note

Catherine, October 1st definitely will not work for us as it is the Installation of our new Chancellor followed on the 2nd and 3rd with graduation ceremonies. I will check in with Gordon and Alan if we could be available earlier on the 24th. Gordon mentioned another meeting prior that may be flexible.

As well I will check in with the lowest bidder as to if their revised date for the estimate still stands being Sept. 26 th. Previously it was earlier in the month.

Karen

On Sep 15, 2014, at 4:42 PM, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca> wrote:

Thanks Karen.

An issue has come up with respect to the date for the first meeting. Kevin Brewster and Bobbi Plecas will be at UBCM next week so we will either have to change the meeting from 3:00 to 5:00, to 1:00-2:30 (a 90 min. meeting) on Wed. Sept. 24 with Bobbi & Kevin calling in; or, defer the meeting to Wed. Oct. 1 from 10:00 am -12:00 pm. Please let me know what implications/risks would result from a change in date to Oct 1st and what you would recommend given the project status.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, September 15, 2014 4:20 PM
To: Nickerson, Catherine M AVED:EX
Subject: Briefing Note

Catherine, sorry for the delay. I will have it later today so in your box before tomorrow morning.

Karen

Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, June 5, 2015 10:41 AM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan; Harry Gray
Subject: Preparing for Project Board Meetings

Thank you very much for your time and suggestions yesterday. Here is a brief summary of our discussion, please provide feedback on anything I may have misinterpreted or overlooked in my notes.

I provided a brief update as to the status of the project regarding:

- The Donor Agreement
- Project Board Members from KPU
- Board of Governor's view that they do not need to provide approval subsequent to the Project Board approval

We discussed strategies to have sufficient time to ensure documents are adequate and ready for distribution with sufficient time prior to the meeting.

Rather than providing materials 5 days in advance we decided to work towards the following (it is understood these timelines may vary if there is an urgent meeting required):

- A meeting strategy discussion will be set for about 15 days prior to the meeting
- 10 days prior to the meeting Karen will provide the draft Project Status report and any appendices
- Agenda will be prepared & provided to Karen
- Feedback will be provided & Karen will then finalize the documents & prepare the powerpoint (two days from feedback to final documents to AVED)

Action items from the meetings will be provided to those responsible to complete each action within days of the meeting so they have time to prepare. Previous meeting minutes will go out with the subsequent meeting's documents.

Terms of Reference will be revised proposing that contracts under \$75,000 can be entered into without Project Board approval. It was determined that the Construction Manager contract will be brought back to the Project Board despite being under this threshold. The Quantity Surveyor will be brought for information only.

Construction Manager – Karen will contact a procurement lawyer regarding whether to cancel existing RFP and re-tender with clear statement that successful proponent will not be able to bid on the construction project or whether the leading proponent from the current RFP can be offered the contract subject to agreement that they cannot bid on the construction project.

Conflict of Interest Declarations - Catherine reminded of the need to complete each time there is an evaluation for a tender.

Next meeting Morning of June 24th or 25th

Project Schedule – remove column relative to Nov. 24th

Budget document – Cathy will provide a sample of the preferred format; Craig to ensure reflects costs written off; to provide EXCEL rather than pdf

5th floor include in project; identify shell as part of scope ladder and consider if viable to have completely removed as part of scope ladder

Governance – Provide a listing of all consultants and who works for who

Strategy meeting for PB #8 – Catherine, Cathy, Craig, Karen – try for Friday June 12th 8 – 10 or 3:30 – 5:00 works for both Karen & Craig. AVED will schedule

Looking forward to a much smoother process for our next meeting.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Friday, November 28, 2014 11:40 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn
Subject: Project Budget Estimate
Attachments: CSWSOD Project Budget Estimate Nov.28.14.xlsx

Catherine,
Please see attached revised CSWSOD Building Project Budget Estimate.
Let me know if you need further information or clarification.
Regards,



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

<div> <div> Chip & Shannon Wilson School of Design Building Project - Revised Preliminary Project Estimate </div> <div> Facilities Services - November 28, 2014. </div> <div> DRAFT </div> </div>						
OPTION 1A-Redesign with CM (pre-construction services).						
Soft Costs	Class A Estimate (pre-tender) April 2014.	Commitments outstanding	Expenditures to Date	Estimated future costs	TOTAL	Comments
Development Costs - permits (City of Richmond)	\$800,000		\$13,085	\$786,915	\$800,000	Build out 5th floor will require additional BP costs.
total	\$800,000		\$13,085	\$786,915	\$800,000	
Insurance, testing .9%	\$220,000		\$3,064	\$216,936	\$220,000	
total	\$220,000		\$3,064	\$216,936	\$220,000	
Design & Engineering Fees	\$2,878,000	\$995,982	\$2,041,736		\$3,037,718	Commitments include extension periods during tender
Redesign fees to Design Development				\$109,920	\$109,920	(not including disbursements) Upon approval of PB.
Redesign fees to tender (construction dwgs)				\$704,615	\$704,615	Per preliminary fee proposal estimate
Redesign construction tender phase				\$103,050	\$103,050	Per preliminary fee proposal estimate
Redesign reimbursables				\$45,875	\$45,875	Per preliminary fee proposal estimate
total	\$2,878,000	\$995,982	\$2,041,736	\$963,460	\$4,001,178	
Soft Costs & KPU Admin, moving LEED	\$733,000					
Project Management		\$317,241	\$227,154		\$544,395	
CM for pre-con services				\$75,000	\$75,000	estimate
Cost consultant (IBA/SSA and Altus)		\$28,533	\$44,756	\$45,000	\$118,289	estimate
Traffic Consultant			\$12,072		\$12,072	
Geotechnical Consultant (Levelton)		\$16,042	\$99,610		\$115,652	
Legal (Clarke Wilson)		\$31,326	\$8,574	\$25,000	\$64,900	estimate
Consultants Selection Advisor (EranGeo)			\$51,412		\$51,412	
Procurement Consultant (MHPM)			\$116,062		\$116,062	
Project Management Advisor (TBA)				\$150,000	\$150,000	
Code Consultant alternate solution (GHL)			\$37,810		\$37,810	
Commissioning Agent (MDT)		\$91,000			\$91,000	
Space Programming (ICS)			\$92,481		\$92,481	
total	\$733,000	\$484,142	\$689,931	\$295,000	\$1,469,073	
FF & E	\$3,598,000			\$1,598,000	\$3,598,000	
AV, V/A Walls, Specialty Equipment, signage, lockers.						
total	\$3,598,000			\$3,598,000	\$3,598,000	
GST 1.65%	\$403,000					KPU's calculations and expenditures include GST
GST Rebate				-\$156,000	-\$156,000	
total	\$403,000			-\$156,000	-\$156,000	
Construction Contingency 5.5%	\$1,328,000			\$1,328,000	\$1,328,000	
Project & Soft Cost Contingency 5% (less design, consultant fees)	\$1,453,000			\$329,822	\$329,822	contingency applied for future redesign costs
Post Occupancy Contingency	\$150,000			\$150,000	\$150,000	
total	\$2,931,000			\$1,807,822	\$1,807,822	
TOTAL SOFT COSTS	\$11,563,000	\$1,480,124	\$2,747,816	\$7,512,133	\$11,740,073	

Construction Costs	Class A Estimate (pre-tender) April 2014.	Commitments outstanding	Expenditures to Date	Estimated future costs	TOTAL	Comments
Site Preparation Contract						

demolition, vibro densification, stone columns, new loading dock.			\$1,441,923		\$1,441,923	
TOTAL SITE PREPARATION COSTS	\$1,200,000		\$1,441,923		\$1,441,923	
New Building Construction	\$21,330,000			\$21,330,000	\$21,330,000	
base building						
Site Development & Existing Building	\$1,546,300			\$1,200,000	\$1,200,000	reduction to hard landscape
parking, paving, hard/soft landscape, site interface						
Offsite Works	\$350,000			\$250,000	\$250,000	water main upgrade no longer required
driveway and crosswalk upgrade						
TOTAL CONSTRUCTION COSTS	\$23,226,300			\$22,780,000	\$22,780,000	
TOTAL PROJECT COSTS ESTIMATE	\$35,989,300	\$1,480,124	\$4,189,739	\$30,292,133	\$35,961,996	

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, August 28, 2014 2:31 PM
To: Nickerson, Catherine M AVED:EX; Kostov, Krassimir
Subject: Project Report
Attachments: CSWOD Project Status Report-March-6-2014.pdf

Great talking with you, your guidance through the Project Board process is very much appreciated. Attached is a sample Project Report.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.



PROJECT STATUS REPORT

Project: KPU Richmond Campus
Building: Chip & Shannon Wilson School of Design Building
Report date: March 6, 2014.
Prepared by: Craig Regan, Terri Chanyungco

Current Stage of Project:

The vibro-densification portion of site works is complete.
Pre-loading is at approximately 75% and is expected to be completed by the middle of March.
Loading dock construction will start the first week of March and is expected to be completed by the end of March.
The Design Team is focused on developing tender specifications and drawings.

Schedule – Overall schedule requirements are being met?

Site works are on schedule to be completed by the end of April.
The project schedule is on track to go to tender in the month of May.
All schedule requirements are being met.

Budget – Overall budget requirements are being met?

Budget requirements are being met at this time.

Issue/Concerns – Overall performance criteria are being met?

Prior:

- AVED approval for Schematic Design.
- Water Main distribution with the City of Richmond has been resolved.
- The district heating proposal is not being supported by the City of Richmond. We are currently reviewing a proposal from the mechanical engineer to develop options to respond to the City.

New:

- A request has been made to the City of Richmond to accept phasing of the building permit to expedite the schedule, i.e. approving the raft slab work first will give the contractor 4 weeks to prepare prior to the building permit being issued.
- The possibility of early procurement of the structural timber is being reviewed by the structural engineer, Fast+EPP and the procurement manager, MHPM.

Identify what needs to be done to get the project back on track:

Craig Regan in regular contact with AVED regarding the decision on Schematic Design.
KPU and consultants are working with City of Richmond on the water main issue and expect the permit to be issued first week of March.
Otherwise the project is currently on track.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 1:28 PM
To: Nickerson, Catherine M AVED:EX; Craig Regan
Cc: Aitken, Cathy M AVED:EX
Subject: RE: Appendix: Revised Soft Cost Budget

Coming in minutes. There is a bug in one of the formulaes!

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, November 06, 2014 1:19 PM
To: Karen Hearn; Craig Regan
Cc: Aitken, Cathy M AVED:EX
Subject: Appendix: Revised Soft Cost Budget
Importance: High

Hi Karen,

The status report refers to the revised soft cost budget as an appendix doc. Can you please send that to me?

thanks

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Thursday, November 6, 2014 1:29 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn; Gidget Maguire
Subject: RE: Appendix: Revised Soft Cost Budget
Attachments: CSWSOD Soft Cost Estimate Nov.6.14.pdf

Catherine, here is the preliminary soft cost estimate.



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, November 06, 2014 1:19 PM
To: Karen Hearn; Craig Regan
Cc: Aitken, Cathy M AVED:EX
Subject: Appendix: Revised Soft Cost Budget
Importance: High

Hi Karen,

The status report refers to the revised soft cost budget as an appendix doc. Can you please send that to me?

thanks

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Page 318

Withheld pursuant to/removed as

s.13;s.17

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Thursday, November 27, 2014 2:00 PM
To: Mark.tauber@kpu.ca; Gidget Maguire
Cc: Nickerson, Catherine M AVED:EX; Cybulski, Vincent AVED:EX
Subject: RE: Arranging video conference for AVED/KPU Project Board meeting on Dec 1/14

Hi folks,

Sorry for the change of plans, but this meeting has been moved to 3:30-5pm instead. Are the KPU facilities free at that time as well, and will someone still be available to assist getting it connected on your end?

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Thursday, November 27, 2014 12:54 PM
To: Cybulski, Vincent AVED:EX; Mark.tauber@kpu.ca
Cc: Flower, Ross AVED:EX; Nickerson, Catherine M AVED:EX; Gidget Maguire
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

That's great. Thanks so much to you both for all of your hard work to get this set up.

Mark, please cancel the meeting request and resend with the invitation to Catherine Nickerson instead of myself (copied). She will bring her laptop to join the meeting for the participants in Rm 310 at AVED. Please make her a presenter as well, but I think that staff on the KPU end will be the only ones presenting materials.

Thank you,

Alana

From: Cybulski, Vincent AVED:EX
Sent: Thursday, November 27, 2014 12:20 PM
To: McMahan, Alana AVED:EX; Mark.tauber@kpu.ca
Cc: Flower, Ross AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

Hi Alana:

Mark and I have completed a successful test of Lync online Meeting. KPU and AVED will both be using Lync live meeting and a roundtable device. The meeting is scheduled for Monday, Dec 1 at 2:30. We would like to start setting up at 1:45 and to join the meeting at 2:00. I have asked Mark to include me in his meeting request and our team will be available to provide technical support as needed. Please let me know if you have any questions or concerns.

Kind Regards,

From: McMahan, Alana AVED:EX
Sent: Tuesday, November 18, 2014 1:12 PM
To: 'Lorna Gordon'
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

That's great, thanks Lorna ☺

IT folks: are you able to figure out if our systems are compatible (AVED IT: I have booked Rm 310 here at St. Ann's for these meetings)? We would ideally like to be up and running for the 10:00am – 12:00pm meeting on Nov. 24/14; however, if that isn't enough time, the next meeting is Dec. 1 from 2:30pm – 4:00pm.

I will send out an updated meeting request with the new room locations and if we can't get the video up and running, we'll do the meetings as a regular teleconference.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Lorna Gordon [<mailto:Lorna.Gordon@kpu.ca>]
Sent: Tuesday, November 18, 2014 12:00 PM
To: McMahan, Alana AVED:EX
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14

Hi Alana,

My apologies – I did mean to say that our Board room was not available on December 1, and was already booked for November 24 as well.

Fortunately, we were able to book a room within our IET department for both days. It has live meeting capabilities and is located in the Arbutus (Coast Capital Library) building, room A350.

Lorna



Lorna Gordon
Assistant to the Executive Director, Financial Services
Kwantlen Polytechnic University, Langley Campus
t 604.599.2423 f 604.599.3456 e lorna.gordon@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you receive this message in error or are not the intended recipient, please notify the e-mail manager and delete this e-mail and any attachments or copies.

Please note, all Kwantlen email addresses and urls have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Tuesday, November 18, 2014 11:17 AM
To: Lorna Gordon
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14

Hi Lorna,

Just to be clear, the meeting I was asking about is set for 2:30-4pm on Dec. 1, and I believe there would be 5 people attending in person at KPU Surrey and the rest would be attending via video conference.

Now it sounds like they would also like to set this up at KPU for the 10-12pm meeting on Nov. 24 as well. If we can't get the video portion worked out for in time for Nov. 24, the rest could just call in to a teleconference instead and maybe it will be good for the Dec 1 meeting.

Karen Hearn provided your IT contact for this as:
Mark Tauber
Mark.tauber@kpu.ca
(604) 599-3045

I'm not sure who my IT person is yet, but the contact information is:
requestIT@gov.bc.ca
(250) 387-6137

Thank you,

Alana

From: Lorna Gordon [<mailto:Lorna.Gordon@kpu.ca>]
Sent: Tuesday, November 18, 2014 8:59 AM
To: McMahon, Alana AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Hi Alana,

I was at a seminar yesterday and did not have a chance to look at your request. Our Board room is not available on December 5; however, we may be able to book another room that has live meeting capabilities, if it's free.

Can you tell me how many people will be physically attending the meeting in Surrey?

Thanks.

Lorna



Lorna Gordon

Assistant to the Executive Director, Financial Services
Kwantlen Polytechnic University, Langley Campus
t 604.599.2423 f 604.599.3456 e lorna.gordon@kpu.ca

www.kpu.ca

© 2014 Kwantlen Polytechnic University. All rights reserved. This document is the property of Kwantlen Polytechnic University. It is to be used for the purposes of the project only and is not to be distributed outside the project. It is to be kept confidential and not to be used for any other purpose.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Friday, November 14, 2014 1:20 PM
To: Michelle Stadnyk; Lorna Gordon
Cc: Linda Gomes
Subject: FW: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Good afternoon ladies,

Are either of you able to assist with this in Linda's absence?

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Friday, November 14, 2014 1:16 PM
To: 'Linda.Gomes@kpu.ca'
Subject: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Hi Linda,

KPU Project Board meeting # 5 is scheduled for 2:30 p.m. – 4:00 p.m. on Monday, Dec. 1, 2014.

As you may know, we have been holding these meetings at video conferencing facilities in Victoria and downtown Vancouver; however, I've been asked to look into the possibility of having the video conference at your Surrey Campus instead.

Do you know what sort of technology you have for this, or can you forward this along to an IT contact? Eventually, your IT person and my IT person would connect to ensure that our systems are compatible, and run tests to make sure that everything will run smoothly.

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Friday, November 14, 2014 11:43 AM
To: Harry Gray; 'Karen.Hearn@kpu.ca'; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: 'Gordon.Lee@kpu.ca'; Nickerson, Catherine M AVED:EX; Fountain, Kathy B AVED:EX

Subject: Scheduling KPU Project Board meeting # 4

Importance: High

Good morning,

I've been asked to set up the KPU Project Board meeting # 4 for Monday, Dec. 1, 2014.

The telepresence facilities at 617 Government St. in Victoria, and 865 Hornby St. in Vancouver, are available between 9:30-11:30am and 2:30-5:00pm on Dec. 1.

Please advise if any of the following times work for you:

- 9:30 a.m. – 11:00 a.m.
- 10:00 a.m. – 11:30 a.m.
- 2:30 p.m. – 4:00 p.m.
- 3:00 p.m. – 4:30 p.m.
- 3:30 p.m. – 5:00 p.m.

Please also specify whether you would be attending in person at the telepresence facility, or calling in via teleconference only.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151, (F) 250-356-7922

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Thursday, November 27, 2014 3:20 PM
To: 'Mark Tauber'; Gidget Maguire
Cc: Nickerson, Catherine M AVED:EX; Cybulski, Vincent AVED:EX
Subject: RE: Arranging video conference for AVED/KPU Project Board meeting on Dec 1/14

Thanks Mark. Please send your meeting invitation to Catherine Nickerson and make sure she is also set up as a presenter.

Gidget are you able to assist with changing the room booking?

Thank you,

Alana

From: Mark Tauber [mailto:Mark.Tauber@kpu.ca]
Sent: Thursday, November 27, 2014 2:36 PM
To: McMahan, Alana AVED:EX; Gidget Maguire
Cc: Nickerson, Catherine M AVED:EX; Cybulski, Vincent AVED:EX
Subject: RE: Arranging video conference for AVED/KPU Project Board meeting on Dec 1/14

My day ends at 3:30 so I will have no problem getting it up and running. The room looks free but someone will need to change the time in the calendar.

MT

From: McMahan, Alana AVED:EX [mailto:Alana.McMahan@gov.bc.ca]
Sent: Thursday, November 27, 2014 2:00 PM
To: Mark Tauber; Gidget Maguire
Cc: Nickerson, Catherine M AVED:EX; Cybulski, Vincent AVED:EX
Subject: RE: Arranging video conference for AVED/KPU Project Board meeting on Dec 1/14

Hi folks,

Sorry for the change of plans, but this meeting has been moved to 3:30-5pm instead. Are the KPU facilities free at that time as well, and will someone still be available to assist getting it connected on your end?

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Thursday, November 27, 2014 12:54 PM
To: Cybulski, Vincent AVED:EX; Mark.tauber@kpu.ca
Cc: Flower, Ross AVED:EX; Nickerson, Catherine M AVED:EX; Gidget Maguire
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

That's great. Thanks so much to you both for all of your hard work to get this set up.

Mark, please cancel the meeting request and resend with the invitation to Catherine Nickerson instead of myself (copied). She will bring her laptop to join the meeting for the participants in Rm 310 at AVED. Please make her a presenter as well, but I think that staff on the KPU end will be the only ones presenting materials.

Thank you,

Alana

From: Cybulski, Vincent AVED:EX
Sent: Thursday, November 27, 2014 12:20 PM
To: McMahan, Alana AVED:EX; Mark.tauber@kpu.ca
Cc: Flower, Ross AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

Hi Alana:

Mark and I have completed a successful test of Lync online Meeting. KPU and AVED will both be using Lync live meeting and a roundtable device. The meeting is scheduled for Monday, Dec 1 at 2:30. We would like to start setting up at 1:45 and to join the meeting at 2:00. I have asked Mark to include me in his meeting request and our team will be available to provide technical support as needed. Please let me know if you have any questions or concerns.

Kind Regards,

From: McMahan, Alana AVED:EX
Sent: Tuesday, November 18, 2014 1:12 PM
To: 'Lorna Gordon'
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meetings on Nov. 24 and Dec 1/14

That's great, thanks Lorna ☺

IT folks: are you able to figure out if our systems are compatible (AVED IT: I have booked Rm 310 here at St. Ann's for these meetings)? We would ideally like to be up and running for the 10:00am – 12:00pm meeting on Nov. 24/14; however, if that isn't enough time, the next meeting is Dec. 1 from 2:30pm – 4:00pm.

I will send out an updated meeting request with the new room locations and if we can't get the video up and running, we'll do the meetings as a regular teleconference.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

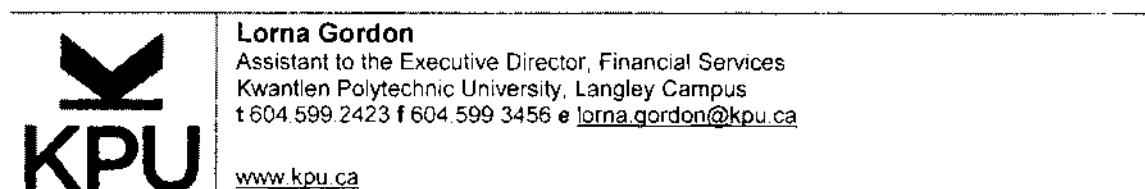
From: Lorna Gordon [<mailto:Lorna.Gordon@kpu.ca>]
Sent: Tuesday, November 18, 2014 12:00 PM
To: McMahon, Alana AVED:EX
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14

Hi Alana,

My apologies – I did mean to say that our Board room was not available on December 1, and was already booked for November 24 as well.

Fortunately, we were able to book a room within our IET department for both days. It has live meeting capabilities and is located in the Arbutus (Coast Capital Library) building, room A350.

Lorna



This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy this e-mail message and any attachments or copies.

Please note: all Kwantlen email addresses and urls have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Tuesday, November 18, 2014 11:17 AM
To: Lorna Gordon
Cc: Mark Tauber; AVED Request IT AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14

Hi Lorna,

Just to be clear, the meeting I was asking about is set for 2:30-4pm on Dec. 1, and I believe there would be 5 people attending in person at KPU Surrey and the rest would be attending via video conference.

Now it sounds like they would also like to set this up at KPU for the 10-12pm meeting on Nov. 24 as well. If we can't get the video portion worked out for in time for Nov. 24, the rest could just call in to a teleconference instead and maybe it will be good for the Dec 1 meeting.

Karen Hearn provided your IT contact for this as:

Mark Tauber
Mark.tauber@kpu.ca
(604) 599-3045

I'm not sure who my IT person is yet, but the contact information is:
requestIT@gov.bc.ca
(250) 387-6137

Thank you,

Alana

From: Lorna Gordon [<mailto:Lorna.Gordon@kpu.ca>]
Sent: Tuesday, November 18, 2014 8:59 AM
To: McMahon, Alana AVED:EX
Subject: RE: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Hi Alana,

I was at a seminar yesterday and did not have a chance to look at your request. Our Board room is not available on December 5; however, we may be able to book another room that has live meeting capabilities, if it's free.

Can you tell me how many people will be physically attending the meeting in Surrey?

Thanks.

Lorna



Lorna Gordon
Assistant to the Executive Director, Financial Services
Kwantlen Polytechnic University, Langley Campus
t 604.599.2423 f 604.599.3456 e lorna.gordon@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Friday, November 14, 2014 1:20 PM
To: Michelle Stadnyk; Lorna Gordon
Cc: Linda Gomes
Subject: FW: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Good afternoon ladies,

Are either of you able to assist with this in Linda's absence?

Thank you,

Alana

From: McMahon, Alana AVED:EX
Sent: Friday, November 14, 2014 1:16 PM
To: 'Linda.Gomes@kpu.ca'

Subject: Arranging video conference for KPU Project Board meeting # 5 on Dec 1/14
Importance: High

Hi Linda,

KPU Project Board meeting # 5 is scheduled for 2:30 p.m. – 4:00 p.m. on Monday, Dec. 1, 2014.

As you may know, we have been holding these meetings at video conferencing facilities in Victoria and downtown Vancouver; however, I've been asked to look into the possibility of having the video conference at your Surrey Campus instead.

Do you know what sort of technology you have for this, or can you forward this along to an IT contact? Eventually, your IT person and my IT person would connect to ensure that our systems are compatible, and run tests to make sure that everything will run smoothly.

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Friday, November 14, 2014 11:43 AM
To: Harry Gray; 'Karen.Hearn@kpu.ca'; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: 'Gordon.Lee@kpu.ca'; Nickerson, Catherine M AVED:EX; Fountain, Kathy B AVED:EX
Subject: Scheduling KPU Project Board meeting # 4
Importance: High

Good morning,

I've been asked to set up the KPU Project Board meeting # 4 for Monday, Dec. 1, 2014.

The telepresence facilities at 617 Government St. in Victoria, and 865 Hornby St. in Vancouver, are available between 9:30-11:30am and 2:30-5:00pm on Dec. 1.

Please advise if any of the following times work for you:

- 9:30 a.m. – 11:00 a.m.
- 10:00 a.m. – 11:30 a.m.
- 2:30 p.m. – 4:00 p.m.
- 3:00 p.m. – 4:30 p.m.
- 3:30 p.m. – 5:00 p.m.

Please also specify whether you would be attending in person at the telepresence facility, or calling in via teleconference only.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.

Victoria BC V8V 4W8
(T) 250-356-0151, (F) 250-356 7922

PROJECT BOARD MEETING # 7
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	May 22, 2015
TIME:	1:00 PM- 3:00 PM
LOCATION:	Victoria participants: s.15 Teleconference Dial-in: s.15,s.17 Participant ID: s.15,s.17 Moderator: Kevin

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Minutes (5 min) a. Meeting Minutes #6 (<i>Attachment 1</i>)	For Decision	Kevin Brewster
3. Project Status Update (15 min) a. CSWSOD Project Board Status Report #7 (<i>Attachment 2</i>)	Information	Karen Hearn
4. Downward Scope Ladder (20 min) (<i>Attachment 3</i>)	Information/ Discussion	Karen Hearn
5. Approval to award the contract for Construction Manager services (20 min) (<i>Attachment 4</i>)	For Decision	Karen Hearn
6. Approval to award the Architectural contract for re-design services (20 min) (<i>Attachment 5</i>)	For Decision	Karen Hearn
7. Approval to award the Contract for Quantity Surveyor Services (20 min) (<i>Attachment 6</i>)	For Decision	Karen Hearn
8. Next Steps (10 min) • Upcoming Project Board Meetings ○ TBC	Information	Kevin Brewster

BOARD MEMBERS		
Kevin Brewster (Chair)	Assistant Deputy Minister, Ministry of Advanced Education	250 952-7410
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Harry Gray	Alternate Member , Associate Vice-President Administration, Kwantlen Polytechnic University	604 599-2066
Janet Keall		
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnerships BC	250 475-4666
Karen Mill	Alternate Member, Assistance Vice-President, Partnerships BC	250 475-4669
NON-VOTING MEMBERS		
Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896
GUESTS		
Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 11:59 AM
To: Nickerson, Catherine M AVED:EX
Cc: Craig Regan; Aitken, Cathy M AVED:EX; Gidget Maguire; Kostov, Krassimir
Subject: RE: CSWSOD Project Board November 6th PowerPoint

Catherine this is perfect – a great improvement.

Thanks.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, November 06, 2014 11:44 AM
To: Karen Hearn
Cc: Craig Regan; Aitken, Cathy M AVED:EX; Gidget Maguire; Kostov, Krassimir AVED:EX
Subject: RE: CSWSOD Project Board November 6th PowerPoint
Importance: High

How's this:

For Approval:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board recommends that the Project Team proceed with an open construction tender process based on a Re-design, Bid, Build with pre-construction design services procurement method as outlined in Option #4 of the Procurement Options Analysis".

If you are OK with this, I will revise the 2 documents.

Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 11:39 AM
To: Karen Hearn
Cc: Craig Regan; Aitken, Cathy M AVED:EX; 'Gidget Maguire'
Subject: RE: CSWSOD Project Board November 6th PowerPoint
Importance: High

Suggest that the motion to recommend to proceed with re-design, bid, build with pre-con services as noted in the status report and PP be revised to reference that the project will be re-tendered to the open market (not to the existing pre-qualified list; or a new pre-qualified list).

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Thursday, November 6, 2014 9:50 AM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX

Cc: Craig Regan; Karen Hearn
Subject: CSWSOD Project Board November 6th PowerPoint

Good morning,

Please find attached the PowerPoint presentation for tomorrow's meeting.

Thank you,
Gidget



Gidget Maguire

Assistant to Executive Director, Facilities Services

Kwantlen Polytechnic University

t 604.599.2448 f 604.599.2440 e gidget.maguire@kpu.ca

www.kpu.ca www.kpu.ca/facilities

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 14, 2014 10:12 AM
To: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: RE: Confirmation of discussion yesterday

Thanks Kevin this is helpful. We will have the revised Options Analysis within minutes. The draft letters of notice of cancellation of the tender has one last edit to be completed by our legal counsel.

Karen

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, November 14, 2014 10:08 AM
To: Karen Hearn; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: RE: Confirmation of discussion yesterday

Here are my two bits...as best I can remember

KB

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, November 14, 2014 9:21 AM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Brewster, Kevin AVED:EX
Cc: Craig Regan
Subject: Confirmation of discussion yesterday

Thank you all for your time and creativity yesterday to help advance the project. As we discussed various approaches I wish to ensure that my understanding of the next steps match what we collectively decided.

Please review and provide any suggested changes.

Karen and Craig to produce document in bullet form, focus on conciseness, simplicity, factual – audience is Deputy Minister of Finance (Secretary to TB) who has a construction/engineering background:

- Brief summary of project – description of building; tendered DBB, over budget, negotiate, Project Board established, summary of negotiations with lowest bidder, why Project Board recommending discontinue negotiations
- Why the bids came in over budget include percentage factors for various major contributing categories (ie structure xyz% premium compared to typical steel frame building)
- Identify any other factors out of the ordinary that contributed to the project being over budget (ie moveable partitions, shading system, etc.)
- Identify the spread on the tenders include what actions we took to ensure project was within budget including no advance warning that this project would be over the pre-tender estimate
- Identify what we are planning to do differently to address the major contributing factors to the project being over budget
- Include a summary of the legal and fairness monitor reviews
- Provide a list of all consultants including legal, Q.S., extra Q.S. "Here is the team"

Summarized options going forward for consideration (with approximate schedules)
(DBB with enhanced pre-construction advice and retain same consulting team)
(DBB with enhanced pre-construction advice and bring in new consulting team)
(DB procurement)

Draft of document for Secretary to Treasury Board will be prepared next week based upon the information provided by Karen & Craig by end of this week. The draft document will be presented at the Nov. 24th Project Board meeting for endorsement by the P.B.

Kevin will try to set up meeting with Secretary to Treasury Board for just after the P.B. meeting later in the week of Nov. 24th.

Catherine will try to set up another P.B. meeting for Dec. 1st where feedback from Secretary to TB will be provided and ideally procurement option, cancellation and communication plan finalized for implementation.

Clarifications greatly appreciated.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTJC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, November 4, 2014 5:25 PM
To: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: RE: DB Procurement Option

We will call Mike.

Karen

-----Original Message-----

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Tuesday, November 04, 2014 4:13 PM
To: Karen Hearn; Craig Regan
Subject: DB Procurement Option

We spoke to Mike Houle and he recommended that you contact him regarding the pros/cons; schedule; and, soft cost implications of the DB procurement option for the options analysis discussion.

Catherine

Sent from my iPhone

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, November 11, 2014 7:21 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re: Decisions/Action Items re: KPU Project Board Meeting #3

Sensitivity: Confidential

s.22

Catherine, thanks for the detailed list. though have sent instructions for work to start in my absence. We will do our best to meet this very short timeline.

Karen

On Nov 10, 2014, at 8:59 PM, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca> wrote:

Good evening Project Board members,

For your reference and given the tight time lines, I have summarized the motions and action items from the KPU Project Board Meeting #3 held on Friday, Nov. 7th in advance of sending out the draft minutes.

Decisions: the project board passed the following motions:

1. to cease negotiations with the lowest bidder and to advise all bidders that the original tender process is cancelled.
2. that the Project Team undertake a detailed analysis of the following 2 procurement options for proceeding with the project:
 1. a) Re-design; Bid, Build with pre-construction design services; and continue with the existing design team
 - b) Re-design; Bid, Build with pre-construction design services; and engage a new design team
2. Design-Build

Action Items:

CN – Revise Minutes of previous meeting as discussed for approval at Meeting #4

KPU – Provide detailed analysis of why the tender results were significantly over budget; and, why an agreement could not be reached with lowest bidder.

KPU – to receive legal advice re: letters to lowest bidder and other bidders

KPU - circulate draft letters to bidders to Kevin, Mike and Catherine prior to issue

KPU – develop messaging for donor and other key stakeholders (i.e. Board of Governors); review with the Ministry; advise donor and other key stakeholders of decision to terminate negotiations and tender prior to notifying lowest and other bidders; update the Ministry on the outcome of these discussions

KPU – provide scope/contract requirements related to Pre-Construction Services

KPU/PBC – undertake a detailed analysis (including cost, schedule, quality, risk implications) of the 2 procurement options for moving forward referenced in Motion 2 i.e. 1. a); 1. b); and, 2

KPU – identify specific risk mitigation strategies to ensure that the existing design team will design a building that will come in on budget should they continue on the project (e.g. assign a new partner in charge; cost control with new QS and pre-con services; etc.)

Note:

- all KPU action items to be completed with related documentation and reports submitted to the Ministry by Friday Nov. 14.
- Ministry to target Report to the Secretary to TB Nov on or about Nov. 17.
- Project Board package to be issued Nov. 21.

- Next Project Board meeting scheduled for Nov. 24.
- Report back to KPU Board of Governors Nov 25-28 (Kristan to coordinate)
- Approval to proceed by Dec. 1.

Catherine Nickerson
Project Board Secretariat

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 21, 2014 2:50 PM
To: Nickerson, Catherine M AVED:EX
Cc: Craig Regan; Aitken, Cathy M AVED:EX
Subject: RE: DRAFT CSWSOD Project Board Minutes Meeting #3 - Nov 7 2014

As discussed this will be in the Powerpoint

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, November 21, 2014 2:49 PM
To: Karen Hearn
Cc: Craig Regan; Aitken, Cathy M AVED:EX
Subject: DRAFT CSWSOD Project Board Minutes Meeting #3 - Nov 7 2014

Hi Karen,

These are the draft minutes from the last meeting. There seems to be one outstanding deliverable...unless I missed it ☺:

- Provide scope/contract requirements related to Pre-Construction Services

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Friday, November 21, 2014 3:08 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn
Subject: RE: DRAFT CSWSOD Project Board Minutes Meeting #3 - Nov 7 2014
Attachments: Contributing Factors to Bid Pricing Nov. 21. 14.docx

Hi Catherine,
As discussed yesterday; see attached "Contributing Factors to Bid Pricing" Addendum.



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

CONTRIBUTING FACTORS TO THE BID PRICING	PREMIUM	% OF THE BID OVERAGE
Exterior curtain wall and glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency vs. Standard curtain wall	\$6,808,391	38%
Complex electrical and data systems and non-conventional HVAC systems vs. Standard systems	\$1,844,844	10%
Complex, integrated structure of wood, pre-cast and poured concrete, and steel components vs. Cast in place concrete	\$1,672,961	9%
Availability of the structural lumber vs. Standard steel construction	\$3,486,425	20%
Excavation and site works *	\$838,030	5%
General conditions and fees **	\$1,380,000	8%
All division breakdowns indicated a higher than expected values.	\$1,870,187	10%
Totals:	\$17,900,838	100%

* Over the pre-tender estimate by 104%. This portion of the work was standard design and should not have been hindered by any other factors such as delivery schedules or long lead items.

** Above the next lowest bidder and well above the 10% range that would be typical for a simplified construction design.

Other potential factors

- Aggressive scheduling.
- Tender period and extension took place in height of summer vacation period.
- Construction in wet season.

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Friday, November 21, 2014 1:36 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Karen Hearn
Subject: RE: KPU Procurement Options Analysis Nov. 19th version
Attachments: Options Analysis Nov.21.14.docx

Catherine,

We believe that Option 1 is achievable and that 18 months construction allows for a small margin of contingency. This is contingent on having a decision in the week of Dec. 1. Mike provided feedback on the DB option schedule and estimated that a May 2017 completion date was reasonable.

Also,

I have adjusted the construction contract type to CCDC2. The CM services would likely be with a general services agreement and not a CCDC 5A. Respecting Mikes comments about the use of the DBA I have suggested either document for construction contract type.

Please feel free to edit or make suggestions for clarity. Much appreciate your attention to these details.



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, November 21, 2014 11:46 AM
To: Craig Regan
Cc: Aitken, Cathy M AVED:EX; Karen Hearn; Nickerson, Catherine M AVED:EX
Subject: RE: KPU Procurement Options Analysis Nov. 19th version

Re: Procurement Options Analysis Schedule:

I also noticed that option 1a and 1B indicate 18 months for construction and option 2 (DB) indicates 18 months for design and construction with completion Nov/Dec 2016; Mar/Apr 2017; and May 2017 respectively. There were comments at the last meeting that the DBB schedules may be optimistic and that the DB option may be pessimistic, however, the option 1a schedules hasn't changed and option 2 has advanced completion by 1 month. Just wondering if there is any risk that the option 1 schedule is too aggressive/optimistic and if Mike Houle reviewed the current schedules.

From: Nickerson, Catherine M AVED:EX
Sent: Friday, November 21, 2014 11:03 AM
To: Craig Regan
Cc: Aitken, Cathy M AVED:EX; XT:HLTH White, Anne; 'Karen Hearn'; Nickerson, Catherine M AVED:EX
Subject: KPU Procurement Options Analysis Nov. 19th version
Importance: High

Hi Craig,

I noticed an error in the most current (Nov 19th) Procurement Options Analysis:

- Option 1A and 1B contract is CCDC5B for **Construction Management Contract – For Services and CCDC2 for Stipulated Price Contract**
- Option 2 is CCDC14 for Design-Build Stipulated Price Contract

Also – I suggest that the Procurement Options Analysis Schedule be revised to include the Substantial Completion dates and that these dates be referenced in the Options Analysis i.e. the completion of Option 1A would be mid November – not December. Thoughts?

Catherine

Mino, Lise MTIC:EX

From: Gordon Lee <Gordon.Lee@kpu.ca>
Sent: Friday, October 31, 2014 2:45 PM
To: Brewster, Kevin AVED:EX; Karen Hearn; McMahan, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: KPU Project Board mtg # 3

Thanks Kevin.

Gordon Lee
Vice President Finance & Administration and Deputy Vice Chancellor Kwantlen Polytechnic University t
604.599.2099 f 604.599.3456 e gordon.lee@kpu.ca www.kpu.ca This e-mail and any attachments may be
confidential or legally privileged. If you received this message in error or are not the intended recipient, please
destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records
accordingly.

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Friday, October 31, 2014 11:57 AM
To: Karen Hearn; McMahan, Alana AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee
Subject: Re: KPU Project Board mtg # 3

Let's go with the 7th with Craig

We need to include the decision to continue work with the architect / team at that meeting since they will be doing
that work anyway

Once the PB has made a decision on whether to proceed with Bird or not, the design team would need to proceed
regardless.....we can then move our government process simultaneous to KPU's

We could try an electronic vote on the design team before the 7th however, e-votes only work when there doesn't
need to be any discussion....and I think there is still some discussion to be had regarding the design team

Happy to discuss

KB

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Karen Hearn
Sent: Friday, October 31, 2014 10:46 AM
To: McMahan, Alana AVED:EX
Cc: Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Gordon Lee

Subject: RE: KPU Project Board mtg # 3

Alana, yes you are correct I am not available on Nov. 7th nor the 12th. Both Gordon and I could rearrange our schedules for Nov. 13th though I strongly recommend we find an earlier meeting time.

Kevin, I am increasingly concerned about the length of time it will take for approvals before we can do anything that advances the project. Last meeting I should have been more articulate about the risk of not approving the motion to hire the design team for one month. At that time committee members identified, "What difference will one week make?". This one week is now potentially turning into 3 weeks.

I appreciate the need for measured process throughout for the Project Board though seek assistance so that we determine strategies that will get momentum towards constructing the project. With our shared aversion to risk we are beginning to place the project at even greater risk by not further shortening the amount of time for re-design and construction.

The latest revisions to the project schedule identify that if we began Nov. 3rd with re-design substantial completion in 2016 would be:

Oct. 20th	Bird's latest proposal using phased construction
Aug. 24th	CM at Risk using phased construction
Oct. 19	KPU's recommended option, D,B,B with pre construction services

An alternative to proceed with Nov. 7th is for Craig Regan to attend in place of me. Craig would be available to do so.

Karen

From: McMahan, Alana AVED:EX [mailto:Alana.McMahan@gov.bc.ca]
Sent: Thursday, October 30, 2014 5:30 PM
To: Karen Hearn
Subject: KPU Project Board mtg # 3

Hi Karen,

When looking at dates for the next board meeting, the only option next week appears to be 3-4:30pm on Friday, Nov. 7; however, I understand that you will be on vacation that day, is that correct?

If that date won't work, that leaves the following options:

Wed., Nov. 12: 9-11am
Thurs., Nov. 13: 2-4pm

Please advise what will work for you and I'll send out an email to the rest of the folks to check availability.

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch
And Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.

Victoria BC V8V 4W8
(I) 250-356-0151
(I) 250-356-7922

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 18, 2014 9:33 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Gordon Lee; Alan Davis
Subject: RE: KPU School of Design Project Board meeting

Kevin, the KPU representatives will call in. If it would be helpful we can host a Bluejeans video conference.
Karen

-----Original Appointment-----

From: Alana.McMahen@gov.bc.ca [<mailto:Alana.McMahen@gov.bc.ca>] **On Behalf Of** Brewster, Kevin AVED:EX
Sent: Wednesday, September 17, 2014 3:54 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Houle, Michael PSBC:EX; Alan Davis; Gordon Lee; Karen Hearn; Nickerson, Catherine M AVED:EX
Subject: KPU School of Design Project Board meeting
When: Wednesday, September 24, 2014 1:00 PM-2:30 PM (UTC-08:00) Pacific Time (US & Canada).
Where: Dial-in: s.15,s.17
When: Wednesday, September 24, 2014 1:00 PM-2:30 PM (GMT-08:00) Pacific Time (US & Canada).
Where: Dial-in: s.15,s.17
Note: The GMT offset above does not reflect daylight saving time adjustments.

Unfortunately, it has proven impossible to find a meeting room in Whistler with the conference capabilities we require, so we are back to the original plan.

KPU attendees: please advise if you are interested in coming to Victoria to attend in person, otherwise, we can conference from all 3 locations.

Dial-in: s.15,s.17

Participant ID: s.15,s.17

Moderator: Catherine Nickerson

Victoria participants to attend in s.15

We will send an agenda and background information out prior to the meeting.

Mino, Lise MTIC:EX

From: Gidget Maguire <Gidget.Maguire@kpu.ca>
Sent: Wednesday, September 24, 2014 12:08 PM
To: Nickerson, Catherine M AVED:EX; Kostov, Krassimir; Aitken, Cathy M AVED:EX
Cc: McMahan, Alana AVED:EX; Karen Hearn
Subject: RE: KPU School of Design Project Board Meeting # 1
Attachments: CSWSOD Power Point Presentation pdf.pdf

As requested, attached is the PDF version of the document.

Thank you,
Gidget

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Wednesday, September 24, 2014 12:04 PM
To: Kostov, Krassimir AVED:EX; Gidget Maguire; Aitken, Cathy M AVED:EX
Cc: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board Meeting # 1

Please send me a PDF version and I will send it the project board.

Thanks, Catherine

From: Kostov, Krassimir AVED:EX
Sent: Wednesday, September 24, 2014 12:03 PM
To: 'Gidget Maguire'; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: KPU School of Design Project Board Meeting # 1

No need – box is not visible on Print Preview, so when printed it won't be there ☺

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Wednesday, September 24, 2014 11:59 AM
To: Kostov, Krassimir AVED:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: KPU School of Design Project Board Meeting # 1

Thank you Krassimir for pointing that out for me.

Would you like me to remove those text boxes and resend it to Catherine, Cathy and yourself for Cathy to distribute to the Board or would you prefer me to send you a PDF version.

Thank you

From: Kostov, Krassimir AVED:EX [<mailto:Krassimir.Kostov@gov.bc.ca>]
Sent: Wednesday, September 24, 2014 11:55 AM
To: Gidget Maguire
Subject: RE: KPU School of Design Project Board Meeting # 1

Hi Gidget,

Thank you for the email with the presentation. One technical thing I have noticed – there is a leftover textbox “title presentation” on top left corner in some of the slides .

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Wednesday, September 24, 2014 11:43 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir AVED:EX; Karen Hearn
Subject: KPU School of Design Project Board Meeting # 1

Hi Catherine,

Please find attached Karen Hearn’s power point presentation for today’s Project Board meeting.

Thank you,
Gidget



Gidget Maguire

Assistant to Executive Director, Facilities Services

Kwantlen Polytechnic University

t 604.599.2448 f 604.599.2440 e gidget.maguire@kpu.ca

www.kpu.ca www.kpu.ca/facilities

Please note, all Kwantlen email addresses and url’s have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, August 8, 2014 10:22 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Gordon Lee; Craig Regan
Subject: Re possible negotiation

Catherine, just wanted to give you a heads up that we still have a tentative meeting set up for Thursday for renegotiation though we have a call on Monday with the Fairness Monitor and Legal Counsel to determine if we will be proceeding as previously planned. I will keep you posted.

Karen

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 17, 2014 6:09 PM
To: Nickerson, Catherine M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Catherine, would you like me to get Craig to complete one too as he will be involved in some of our discussions though will not be at the meetings?

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, October 17, 2014 4:42 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon Lee; Karen Hearn; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Kristan Ash; bwendel@alliedblower.com; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please returned the completed documents no later than 5:00 p.m Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management

Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 25, 2014 10:18 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board
Attachments: 890319-0159(2 0) CSWSOD Phase 2 - Main Building Bid Summary (3).pdf

Catherine, attached is the bid summary which includes the sub-trades listing on pages 4 and 5.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Wednesday, September 24, 2014 4:12 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Sorry – this is P3 language.

It means the Contractors and their subs in this case.

BTW – I think that the PB meeting went very well and you did a great job presenting the overview and responding to questions – especially without the benefit of being in the same room.

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Wednesday, September 24, 2014 4:02 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Catherine, please help me out with who the Proponent Team is.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Wednesday, September 24, 2014 3:45 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX
Subject: FW: KPU Wilson School of Design Project Board

Hi Karen,

I will need a list the list of Proponent Team Members for the Relationship Disclosure/Conflict of Interest Form. I will let you know if that info is included in the forms that I receive from Kristan and Bruce. If not, I would ask that you please forward to me as soon as possible.

Thank you, Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 24, 2014 3:41 PM
To: 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board

Hello Kristan and Bruce,

Further to the KPU Wilson School of Design Project Board meeting today, please send me a copy of your signed Conflict of Interest and/or Confidentiality form(s) related to this project.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

s.13,s.17,s.21			
Item/Bidder			
Contract Amount	\$ 41,127,000	\$ 42,760,000	\$ 42,900,000
Completion Date (Time Period)	90 weeks	92 weeks	96 weeks
	20.7 months	21.2 months	22.2 months
	Jun-16	Jun-16	Jul-16
Alternate Prices:			
- Alternative Price No. 1 "Deduct" office partitions and associated services. Refer to architectural drawings A2.01 A2.02 A3.01 2/A8.20 5/A8.30. and A2.03.	\$ (15,000)	\$ (35,000)	\$ (30,000)
- Alternative Price No. 2 "Deduct" Access Control System. Refer to specification section 28 13 00 Access Control.	\$ (95,000)	\$ (85,000)	\$ (100,000)
- Alternative Price No. 3 - "Deduct" Exterior Shading Control System. Refer to specification section 10 71 13 Item 2.5. This work may be provided by the Controls Contractor.	\$ (30,000)	\$ (112,000)	\$ (34,000)
- Alternate Price No. 4 - "Deduct" motorized dampers MD-1 thru MD-21 MD-33 thru MD-60 MD-68 thru MD-88 and MD 94 thru MD-108.	\$ (10,000)	\$ (10,000)	No Change
- Delete 50% Labour & Materials and 50% Performance bond in lieu of Subguard.			\$ (200,000)
Sub-Total	\$ (150,000)	\$ (242,000)	\$ (364,000)
Cash Allowances and Other Stipulated Sums:			
- Controls Contractor Specification Division 25 - Integrated Automation	\$ 586,242	\$ 586,242	\$ 586,242
- Data Cabling Supply Installation Testing and Commissioning ONLY. (Rough-in by Contractor in bid price).	\$ 200,000	\$ 200,000	\$ 200,000
- Independent Inspection and Testing	\$ 60,000	\$ 60,000	\$ 60,000
- Luminaire Type L10 Supply ONLY. (Shipping storage installation and commissioning by Contractor in bid price).	\$ 10,000	\$ 10,000	\$ 10,000
- Luminaire Type LA LB LC LD LM LN and L3 supply ONLY. (Shipping storage installation and commissioning by Contractor in bid price).	\$ 350,000	\$ 350,000	\$ 350,000
- Section 26 05 02 - Modification to main campus power distribution as noted on Drawing E2.50.	\$ 10,000	\$ 10,000	\$ 10,000

s.13,s.17,s.21			
Item/Bidder			
Defined Prices:			
Division 1 - General Requirements	\$ 4,606,295	\$ 2,600,310	\$ 4,189,620
Division 2 - Existing Conditions	\$ 10,000	\$ 91,474	\$ 95,745
Division 3 - Concrete	\$ 4,296,909	\$ 3,865,422	\$ 6,345,745
Division 4 - Masonry	N/A	N/A	\$ 0
Division 5 - Metals	\$ 1,320,998	\$ 2,760,497	\$ 1,044,906
Division 6 - Wood and Plastics	\$ 7,099,081	\$ 7,540,643	\$ 7,674,050
Division 7 - Thermal and Moisture Protection	\$ 1,004,341	\$ 2,250,541	\$ 3,244,000
Division 8 - Openings	\$ 10,152,075	\$ 9,808,934	\$ 7,556,608
Division 9 - Finishes	\$ 1,797,326	\$ 1,835,372	\$ 2,054,837
Division 10 - Specialties	\$ 693,375	\$ 1,092,464	\$ 686,533
Division 11 - Equipment	\$ 74,060	\$ 79,368	\$ 108,548
Division 12 - Furnshings	\$ 566,290	\$ 146,675	\$ 528,520
Division 14 - Conveying Equipment	\$ 454,000	\$ 486,541	\$ 471,591
Division 21 - Fire Supression	\$ 214,000	\$ 355,797	\$ 222,292
Division 22 Plumbing	\$ 1	\$ 487,613	\$ 446,661
Division 23 - Heating Ventillation and Air Conditioning (HVAC)	\$ 2,652,000	\$ 1,886,900	\$ 1,828,921
Division 25 - Integrated Automation	N/A	N/A	\$ 0
Division 26 - Electrical (not including Lighting)	\$ 3,269,816	\$ 1,279,972	\$ 1,241,524
Division 26 - Electrical (Lighting only)	\$ 1	\$ 710,521	\$ 688,689
Division 27 - Communication (not including AV systems)	\$ 1	\$ 276,049	\$ 267,567
Division 27 - Communication (AV systems only)	\$ 1	\$ 1,059,888	\$ 1,027,321
Division 28 - Electronic Safety and Security (Raceway for Div 27 & 28 to be included in Div 26.)	\$ 1	\$ 177,755	\$ 172,293
Division 31 - Earthwork	\$ 697,166	\$ 694,511	\$ 581,179
Division 32 - Exterior Improvements	\$ 1,003,364	\$ 1,906,512	\$ 1,159,483
Cash Allowances	\$ 1,216,242	\$ 1,366,242	\$ 1,263,367
Check (Contract Amount)	\$ 41,127,343	\$ 42,760,000	\$ 42,900,000

		s.13,s.17,s.21		
Item/Bidder				
Unit Prices:				
- Section 03 20 00 - Concrete Reinforcing (kg)	\$	1.08	\$	1.75
- Section 06 15 25 - All different types of LVL Panels (m3)	\$	3,754.00	\$	5.00
- Section 06 15 25 - Miscellaneous types of steel assemblies (kg)	\$	10.00	\$	5.00
- Section 06 18 00 - All different types of Glue Laminated Members (m3)	\$	4,651.00	\$	6.60
- Section 06 18 00 - Miscellaneous types of steel assemblies (kg)	\$	10.00	\$	6.60
- Elevator Maintenance and Service Inspection Rate (Hours per Inspection)	\$	302.00	\$	305.00
- Elevator Maintenance and Service Inspection Rate (Price Per Inspection)	\$	350.00	\$	700.00
- Elevator service business hours	\$	302.00	\$	305.00
- Elevator service call charge during business hours	\$	302.00	\$	305.00
- Elevator service call charge after business hours	\$	453.00	\$	453.00
- Elevator service truck charge per service call	\$	302.00	\$	1.00
- Regular hourly elevator repair rate	\$	544.00	\$	543.00
- Overtime hourly elevator repair rate	\$	1,087.00	\$	1,087.00
- One dedicated receptacle	\$	97.00	\$	66.25
- One convenience receptacle	\$	95.00	\$	68.00
- One line voltage switch	\$	81.00	\$	65.00
- One digital meter	\$	3,534.00	\$	3,213.00
- Power/communications floor box type	\$	444.00	\$	320.00
- AV Floor box type	\$	97.00	\$	390.00
- Section 08 88 00 - Cost per linear meter for metal and glass exterior guard rail in the existing building landscape area (SW corner). Refer to architectural drawing A6.80 - STAIRS @ SOUTH ENTRANCE.	\$	280.00	\$	1,300.00

Item/Bidder	s.13,s.17,s.21
Sub Trade List Description:	s.21
Demolition	
Excavation	
Site Services	
Formwork	
Concrete Reinforcing	
Concrete Supply	
Concrete Finishing	
Precast Concrete	
Structural Steel	
Steel Decking	
Misc. Metals	
Rough Carpentry	
LVL Panels	
Glue Laminated Structural Units	
Structural Composite Lumber	
Architectural Woodwork	
Waterproofing	
Traffic Coatings	
Insulation	
Preformed Metal Cladding	
Wood Soffit	
Aluminum Panel Cladding System	
Roofing	
Intumescent Fireproofing	
Firestopping	
Hollow Metal Doors and Frames	
Wood Doors	
Aluminum Storefront System	
Curtain Wall	
Skylights	
Door Hardware	
Glazing	
Steel Stud	
Drywall	
Tiling	
Ceilings	
Wood Flooring	
Painting	

Item/Bidder	s.13,s.17,s.21
	s.21
Specialties	
Shading Systems	
Elevators	
Sprinklers	
Plumbing	
HVAC	
Controls	
Electrical	
Communications	
Audio Visual	
Security Systems	
Landscaping	

Mino, Lise MTIC:EX

From: Bruce Wendel <bwendel@alliedblower.com>
Sent: Wednesday, September 24, 2014 4:15 PM
To: 'Sandi Klassen'
Cc: Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX; Nickerson, Catherine M AVED:EX; kristan_Ash@wecare.ca
Subject: RE: KPU Wilson School of Design Project Board

Sandi

Could you please forward these documents to Catherine.

Thank you.

Bruce Wendel
Principal/General Manager
Allied Blower & Sheet Metal Ltd.
12224 - 103 A Avenue
Surrey, BC V3V 3G9
Direct: 604.930.7012
Cell: 604.454.4585
Fax: 604.581.4159
www.alliedblower.com
bwendel@alliedblower.com

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: September-24-14 3:41 PM
To: 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board

Hello Kristan and Bruce,

Further to the KPU Wilson School of Design Project Board meeting today, please send me a copy of your signed Conflict of Interest and/or Confidentiality form(s) related to this project.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, September 23, 2014 9:03 PM
To: Nickerson, Catherine M AVED:EX
Cc: Gordon Lee; Aitken, Cathy M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board meeting #1

Catherine, thanks for the heads up. I will have very limited time to prepare for this prior to the meeting though the Steering Committee have had some of this discussion though not to great detail yet.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: September-23-14 11:12 AM
To: Karen Hearn
Cc: Gordon Lee; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board meeting #1
Importance: High

Hi Karen,

I wanted to give you a heads up that the Project Board will be interested in knowing what the plan – or decision tree – is regarding what KPU will do if you:

- can, or if
- you can't,

negotiate the project back on budget. They will want to understand what the steps, risks and mitigation strategies are depending on how it goes. A simple flow chart might help to present the 2 different options.

There may also be a 3rd option that would describe what you would do if can't get the project back within the approved budget, but can negotiate close to the budget – say within a few million dollars - and what the plan / decision tree would look like for that.

In addition to donor and ministry approvals as noted in the Project status report, there may also be approvals from your Board of Governors. We would need to understand the sequence and timing of approvals relative to the timing to finalize (or not) the contract and proceeding to the next steps.

I appreciate that there may not be time to put together a document for tomorrow's meeting, but you should be prepared to discuss this issue and could follow-up with documentation.

Please let me know if you would like to discuss further.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Bruce Wendel <bwendel@alliedblower.com>
Sent: Thursday, October 23, 2014 6:50 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re: KPU Wilson School of Design Project Board

Catherine

Did you receive mine yesterday?

Sent from my iPhone

On Oct 23, 2014, at 6:33 AM, Nickerson, Catherine M AVED:EX <Catherine.Nickerson@gov.bc.ca> wrote:

Good morning,

Please be reminded that the KPU Wilson School of Design Project Board Confidentiality Agreement and Relationship Disclosure Declaration and Undertaking Form (Individual) require your review and signature, and then need to be scanned and returned to me via email as soon as possible.

Thank you for your attention to this task.

Catherine Nickerson

Project Board Secretariat

From: Nickerson, Catherine M AVED:EX

Sent: Friday, October 17, 2014 4:44 PM

To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; 'Gordon.Lee@kpu.ca'; 'Karen.Hearn@kpu.ca'; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; 'kristan.Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX

Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX

Subject: RE: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form. All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please return the completed documents no later than 5:00 p.m Wednesday, October 22nd.

Catherine Nickerson

Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management

Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, May 20, 2015 8:26 AM
To: Nickerson, Catherine M AVED:EX; Brewster, Kevin AVED:EX
Cc: Alan Davis; Harry Gray
Subject: RE: KPU's membership/CSWSoD

Catherine and Kevin, we do not yet have a timeframe for when we will receive the revised donor agreement. Given that we have just approached Janet as to the potential of being on the Project Board we need to provide her time to respond.

Karen

-----Original Message-----

From: Nickerson, Catherine M AVED:EX [mailto:Catherine.Nickerson@gov.bc.ca]
Sent: Wednesday, May 20, 2015 8:12 AM
To: Karen Hearn; Brewster, Kevin AVED:EX
Subject: RE: KPU's membership/CSWSoD

Hi Karen,

We are in the process of preparing the COA based on the discussion we had with TBS on Friday.

When do you expect to receive the revised/signed donor agreement?

Catherine

-----Original Message-----

From: Karen Hearn [mailto:Karen.Hearn@kpu.ca]
Sent: Wednesday, May 20, 2015 8:06 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: RE: KPU's membership/CSWSoD

Good plan to include Catherine. As well on the drive in I realized I could easily revise my Project Status Report so that it provides updates to show the progress that has been made. Without the agreement and COA my next step timeframes are just guesses. Originally I had the agreement to be completed in April then adjusted to May 15th and we are still waiting. I think the addition of Janet to PB will resolve this.

Main timeframe impacts for me right now are:

s.22

We are targeting consultant start up meeting for June 11th or soon after. The local lead Architect and as well we need to get the revised agreement in place.

Construction Manager - we have 60 days from when we closed the RFP to award so ok for several weeks to come.

Karen

-----Original Message-----

From: Brewster, Kevin AVED:EX [mailto:Kevin.Brewster@gov.bc.ca]
Sent: Wednesday, May 20, 2015 8:00 AM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX
Subject: Re: KPU's membership/CSWSoD

Let's involve Catherine in this conversation as her team is busy on the mtg materials

Sent from my BlackBerry 10 smartphone on the Rogers network.

Original Message
From: Karen Hearn
Sent: Wednesday, May 20, 2015 7:17 AM
To: Brewster, Kevin AVED:EX
Subject: Re: KPU's membership/CSWSoD

Kevin, I wonder if it may be best to proceed with Friday's meeting with the agenda simply being the approval of last minutes and then the vote re Janet. A subsequent meeting would be set up in the near future once we have the Donor's revised agreement and the COA. I set up the motions for this week's meeting based on receiving those two items including the provisions I have heard verbally regarding the COA. Personally I would not approve the motions without more information though it was the best I was able to do.

Postponing the meeting til the first week of June provides the time to have all in place including adequate time prior to the packages going out.

Karen Hearn

> On May 20, 2015, at 6:49 AM, "Brewster, Kevin AVED:EX" <Kevin.Brewster@gov.bc.ca> wrote:

>

> Thank you

>

> Sent from my BlackBerry 10 smartphone on the Rogers network.

> Original Message

> From: Alan Davis

> Sent: Wednesday, May 20, 2015 5:55 AM

> To: Brewster, Kevin AVED:EX

> Cc: Karen Hearn; Harry Gray

> Subject: RE: KPU's membership/CSWSoD

>

>

> Thanks Kevin,

> s.22

> Her e-mail is

>

s.22

>

> From: Brewster, Kevin AVED:EX <Kevin.Brewster@gov.bc.ca>

> Sent: May 19, 2015 6:14 PM

> To: Alan Davis

> Subject: Rc: KPU's membership/CSWSoD

>

> Just contact details - she replaces Bruce and represents the donor?

>
> Sent from my BlackBerry 10 smartphone on the Rogers network.
> From: Alan Davis
> Sent: Tuesday, May 19, 2015 5:59 PM
> To: Brewster, Kevin AVED:EX
> Subject: RE: KPU's membership/CSWSoD
>
>
> Kristan is very OK with this Kevin. Do you need more info on Janet?
>
> From: Brewster, Kevin AVED:EX [mailto:Kevin.Brewster@gov.bc.ca]
> Sent: Tuesday, May 19, 2015 3:53 PM
> To: Alan Davis
> Subject: RE: KPU's membership/CSWSoD
>
> Hi Alan - my apologies for not getting back to you sooner
>
> Yes - this is fine - we will have to put her onto the agenda and have
> the members vote her on as an initial order of business.... Pls let us
> know if Kristan is okay - we are assembling the agenda today/tomorrow
>
> KB
>
> From: Alan Davis
> [mailto:Alan.Davis@kpu.ca] <mailto:[mailto:Alan.Davis@kpu.ca]>
> Sent: Friday, May 15, 2015 11:15 AM
> To: Brewster, Kevin AVED:EX
> Subject: KPU's membership/CSWSoD
>
> Kevin,
>
> In the discussions around a new donor agreement, the Wilsons have suggested that they'd like to be "at the table" as the re-design takes shape. We are very open to this, and it will help the Board by having their RH person (Janet Keall) take a seat at the PB (replacing the Bruce Wendel/Kristan Ash duo), along with Harry Gray, and Karen Hearn in support.
>
> I am checking with Kristan on this, but I thought I'd check in with you too.
>
> Alan
>
> [Description:
> C:\Users\adavis\AppData\Local\Microsoft\Windows\Temporary Internet
> Files\Content.Outlook\5VPMOA6R\logo.gif.gif]
>
> Alan Davis, PhD
> President and Vice Chancellor
> Kwantlen Polytechnic University
> t 604.599.2078 f 604.599.2235 e
> alan.davis@kpu.ca <mailto:alan.davis@kpu.ca>
> www.kpu.ca <http://www.kpu.ca/>
>
> This e-mail and any attachments may be confidential or legally

> privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

>

> Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

>

>

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 20, 2014 7:11 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: RE: Monday's meeting

Kevin, so glad you and Bobbi will be able to meet in person with our representatives.

Karen

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: November-20-14 6:56 PM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX
Subject: Re: Monday's meeting

Both myself and Bobbi Plecas will attend Monday at KPU

Not sure about timing as we have to get back for mtgs in Victoria late in the day

KB

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Karen Hearn
Sent: Thursday, November 20, 2014 6:53 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: Monday's meeting

Kevin, I hope you are still planning to join us at KPU on Monday. If so, the room we are meeting in is a bit difficult to find as it is not a regularly booked space and is within the secure IET suite. Attached are directions to assist you. If three flights of stairs are an issue let me know and I can arrange for elevator access which is available via a freight elevator.

If you are able to be at the campus and have a bit of time I would welcome the opportunity to show you some of the campus highlights.

Karen

[[cid:image001.gif@01D004F3.6274A500](#)]

Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca<<mailto:karen.hearn@kpu.ca>>

www.kpu.ca<<http://www.kpu.ca/>>

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Bruce Wendel <bwendel@alliedblower.com>
Sent: Monday, November 10, 2014 12:13 PM
To: Nickerson, Catherine M AVED:EX
Cc: Gordon.Lee@kpu.ca; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Karen Hearn; Houle, Michael PSBC:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: Re: next KPU Project Board meeting

When you say "KPU campus". I presume you meant KPU Surrey campus.

That being said, Mondays work best for me as I travel for business between Tuesday and Thursday.

Regards
Sent from my iPhone

On Nov 10, 2014, at 10:39 AM, Nickerson, Catherine M AVED:EX <Catherine.Nickerson@gov.bc.ca> wrote:

Good morning Project Board members,
As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.
Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.
Thank you,
Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Gordon Lee <Gordon.Lee@kpu.ca>
Sent: Monday, November 10, 2014 11:39 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re: next KPU Project Board meeting

Yes. I'll do this and get back to you.

Sent from my iPhone

On Nov 10, 2014, at 11:24, Nickerson, Catherine M AVED:EX <Catherine.Nickerson@gov.bc.ca> wrote:

Hi Gordon,
Could you appoint an alternate for the meeting?
Catherine

From: Gordon Lee [<mailto:Gordon.Lee@kpu.ca>]
Sent: Monday, November 10, 2014 10:41 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re: next KPU Project Board meeting
Catherine,s.22
Gordon

Sent from my iPhone

On Nov 10, 2014, at 10:39, Nickerson, Catherine M AVED:EX <Catherine.Nickerson@gov.bc.ca> wrote:

Good morning Project Board members,
As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.
Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.

Thank you,
Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Kristan Ash <kristan_Ash@wecare.ca>
Sent: Monday, November 10, 2014 3:01 PM
To: Bruce Wendel; Nickerson, Catherine M AVED:EX
Cc: Gordon.Lee@kpu.ca; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Karen Hearn; Houle, Michael PSBC:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: RE: next KPU Project Board meeting

Monday morning at the Surrey KPU campus would work extremely well for me at this point it is my only time available that week.

Sincerely,

Kristan Ash, BBA, MBA(c.) Lean Blackbelt
Director, Home Health BC



We Care Health Services LP
301-10233 153 Street
Surrey, BC V3R 0L7
BC Regional Office
Toll-Free 1-844-495-2280
Tel: 604-495-2280
Cell: 604-374-0112

www.wecare.ca

Before printing, think about the Environment

This message and any attachments are directed in confidence to those named, and must not be reviewed, retained or disclosed without the consent of the sender or the named recipient(s). If you have received it in error, please delete it and notify us immediately.

Le présent courriel y compris toute pièce jointe sont destinés exclusivement aux personnes mentionnées. Il est interdit de revoir ou de conserver ce courriel ou d'en divulguer le contenu sans le consentement de l'expéditeur ou des destinataires visés. Si vous avez reçu le présent courriel par erreur, veuillez le supprimer et nous en aviser immédiatement. Merci!

From: Bruce Wendel [mailto:bwendel@alliedblower.com]
Sent: November-10-14 12:13 PM
To: Nickerson, Catherine M AVED:EX
Cc: Gordon.Lee@kpu.ca; kristan_Ash@wecare.ca; bwendel@alliedblower.com; Karen Hearn; Houle, Michael PSBC:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: Re: next KPU Project Board meeting

When you say "KPU campus". I presume you meant KPU Surrey campus.

That being said, Mondays work best for me as I travel for business between Tuesday and Thursday.

Regards

Sent from my iPhone

On Nov 10, 2014, at 10:39 AM, Nickerson, Catherine M AVED:EX <Catherine.Nickerson@gov.bc.ca> wrote:

Good morning Project Board members,

As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.

Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.

Thank you,
Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 23, 2014 7:27 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re: PB meeting

Catherine, I will see what is possible with the time available. When do you need the powerpoint by?

Karen

Sent from my iPhone

On 2014-10-23, at 6:59 AM, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca> wrote:

Hi Karen,

As you will note, we have sent out the PB package.

In terms of your presentation, it will be important for the PB to understand that this is a progress update relative to continued negotiations with the low bidder, however, that there has been consideration given to what happens next should you not be able to reach an agreement with Bird. Given that there is quite a bit of detailed material including various QS, Legal, Fairness opinions etc., I suggest that you prepare a PP presentation that summarizes the findings with more of a focus on the issues/risks related to continuing to negotiate. While you should address the potential to terminate negotiations, I wouldn't get into too much detail about the various options for re-tendering as that will be a future decision.

In addition, slides that summarize the negotiation process; the potential cost savings (at a cost category or system level) as well as options for further savings would be beneficial. If any of the cost reduction proposals are not acceptable, this should be identified and explained.

The discussion and motion for approval to extend the design team can also be presented in your slides. And finally, while we want to keep the discussion of the Options Analysis at a preliminary and high level, I think that that a slide(s) that includes a high level decision tree and identifies what the options are would be beneficial. We did not include documents related to this in the board package as it is premature to enter into a detailed discussion, but it is important that the Board members understand where we are at now and what the Next Steps are/may be at a high level. Perhaps this should be one of the first slides to set the context?

Please let me know your thoughts on this.

Thank you, Catherine

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Sunday, September 14, 2014 8:04 PM
To: Nickerson, Catherine M AVED:EX
Subject: RE: Preparing for first Project Board Meeting

Thank you Catherine, this is most helpful.

Karen

From: Nickerson, Catherine M AVED:EX [mailto:Catherine.Nickerson@gov.bc.ca]

Sent: September-12-14 4:20 PM

To: Karen Hearn

Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX

Subject: RE: Preparing for first Project Board Meeting

Hi Karen,

Thank you for your email. Please see my response/comments below:

- As discussed the draft of the Project Briefing will be provided to you on Monday.

Thanks

- Will you require a Project Board Status report as well or will the briefing be sufficient for the first meeting?

Your Briefing document will be sufficient for the first meeting providing it includes the items that we discussed and an update on the current status. I would suggest that you also prepare a short PP presentation to walk the Project Board through the highlights. The written Briefing document will be sent out in advance of the meeting. I will need the PP a day in advance and will have it ready to project in the meeting room.

- What are the objectives to be accomplished at the first meeting? Is it mainly to bring the Project Board up to date about the project or are there other expectations?

The objectives of the first meeting are to:

- Introduce the Project Board members
- Discuss and approve the Project Board Terms of Reference
- Provide an Overview and Current Status of the Project
- Make any necessary decisions and/or provide recommendations to KPU re: next steps as required. Karen – I will rely on you to let me know (before the Project Board package is sent out) if you are at a point in your negotiations where you will require a decision and/or recommendation from the Project Board.
- Determine the timing for the next meeting
- Are all documents for the meeting to be to you by Wednesday the 17th or another date?

Yes. That will give us time to review and coordinate the documents and issue them to the Project Board members by the end of the week. We typically do some internal briefings as well so that provides us with the necessary time. Once I have received the Briefing document from you on Monday, we can discuss and determine whether it covers all of the necessary background and finalize it by Wed the 17th.

- Do you have a draft agenda so I can be sure to be prepared with the necessary documents to support the agenda.

1. Adoption of the Agenda – Decision (Kevin)
2. Discussion of draft Terms of Reference – Decision (Kevin)
3. Project Overview – Information/Decision? (Karen)
 - Background
 - Current status
4. Next Steps Information (Kevin)
 - Upcoming Meetings

Please let me know if you have any additional questions.

Have a good weekend.

Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]

Sent: Thursday, September 11, 2014 8:36 PM

To: Nickerson, Catherine M AVE:EX

Subject: Preparing for first Project Board Meeting

Catherine, realizing how quickly the meeting will be here I would appreciate some advice as to what will be expected for the first meeting.

- As discussed the draft of the Project Briefing will be provided to you on Monday.
- Will you require a Project Board Status report as well or will the briefing be sufficient for the first meeting?
- What are the objectives to be accomplished at the first meeting? Is it mainly to bring the Project Board up to date about the project or are there other expectations?
- Are all documents for the meeting to be to you by Wednesday the 17th or another date?
- Do you have a draft agenda so I can be sure to be prepared with the necessary documents to support the agenda.

Thanks for your assistance Catherine.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, September 8, 2014 9:33 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: Project Board meeting

Hi Karen,

Due to difficulties in scheduling, the first PB meeting will be deferred to the week of Sept. 22nd. Please let me know if you have any concerns/issues re: the timing of the meeting as it pertains to the negotiations that are underway.

Thank you, Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 3, 2014 11:06 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: Project Board meeting

Hi Karen,

Further to our discussion regarding the first PB meeting, Alana McMahan will be in touch with you, Alan Davis and Gordon Lee to identify a time that works for a 2 hour meeting in Victoria on Sept. 15 or 16th. We will want have the PB meeting materials ready to send out the Board members by Sept 10. As Project Board Secretariat, it will be my responsibility to coordinate the material and issue it.

Krassimir will be sending you a Project Status Report template for your reference.

We look forward to working with you on this Project Board.

Regards, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Sunday, August 10, 2014 7:17 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Gordon Lee; Craig Regan
Subject: Re: Re possible negotiation

Thanks for the update Karen.

Sent from my iPhone

> On Aug 8, 2014, at 10:21 PM, "Karen Hearn" <Karen.Hearn@kpu.ca> wrote:
>
> Catherine, just wanted to give you a heads up that we still have a tentative meeting set up for Thursday for renegotiation though we have a call on Monday with the Fairness Monitor and Legal Counsel to determine if we will be proceeding as previously planned. I will keep you posted.
>
> Karen

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 12:23 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: RE: Revised Briefing Note

Thanks for asking, though please do make changes to enhance the caliber of the document without changing overall intent.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, November 06, 2014 12:21 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: RE: Revised Briefing Note

Are you OK if I make a few edits to the BN?

For example:

Change the Issue to :

Project Board recommendations regarding next steps to advance the Chip and Shannon Wilson School of Design Project.

As well as some other minor edits for added clarity and formatting.

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Thursday, November 6, 2014 11:29 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Revised Briefing Note



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, October 28, 2014 2:33 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: RE: Soft cost budget

Great – meeting invite sent

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Tuesday, October 28, 2014 1:11 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX
Subject: RE: Soft cost budget

Hi Karen,
Sorry – just saw your message. Does 9:00 tomorrow work for you?

Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Tuesday, October 28, 2014 12:26 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: Soft cost budget

Catherine, it would be very helpful to have the opportunity for Craig and I to discuss the approach to the soft cost budget. Unfortunately today my only free time is now til 1:00. Tomorrow I have no scheduled meetings, just time blocked to draft the Briefing note.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, November 3, 2014 7:54 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan; Gordon Lee
Subject: RE: Updated Procurement Options Analysis and Schedule supporting these options

Thanks, Catherine. We are planning to revise the Procurement Options Analysis so that the first two items are our recommended option and then design build then on to the others. This somewhat corresponds to the original recommendation from Partnerships BC and as well provides the two options most likely to be preferred by the Project Board side by side for easier comparison.

We won't make any revision until we hear back from you.

As well we are going to revise the section in the Briefing Note on Communication to include suggested messaging.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, October 31, 2014 5:47 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Craig Regan; Gordon Lee; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: Updated Procurement Options Analysis and Schedule supporting these options

Thank you for the updated documents Karen. I will review them over the weekend and set up a time to discuss early next week.

Have a great weekend!

Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, October 31, 2014 11:54 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan; Gordon Lee
Subject: Updated Procurement Options Analysis and Schedule supporting these options

Catherine, attached is an updated version of the options analysis which we have renamed to "Procurement Options Analysis". Also provide is the Project Schedule relative to each of these options. The start date for all projects has been modified from the previous version though presumes starting Wednesday Nov. 5th.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 30, 2014 7:59 AM
To: Nickerson, Catherine M AVED:EX
Subject: RE: URGENT - communications

Catherine, great suggested changes. Thank you for responding so quickly.

Karen

-----Original Message-----

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Wednesday, October 29, 2014 4:33 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Porter, Rodney GCPE:EX; McMahan, Alana AVED:EX
Subject: RE: URGENT - communications

Karen,

Suggest that the wording be revised as follows:

KPU Richmond is undergoing new and exciting changes. The new Chip and Shannon Wilson School of Design building will be a certified LEED Gold building and will increase on-campus academic space by over 120 percent. The modern space will include:

- *Instructional, research, fabrication, and common space
- *Unique usability lab for designing and creating prototypes
- *Exhibition space for students

I have cc'd our Director of Communications for his information and coordination as required.

Catherine

-----Original Message-----

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Wednesday, October 29, 2014 1:02 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: URGENT - communications

Catherine, the KPU Program Guide goes to print later this week and a request came in as to how to address the information in the guide regarding the new building. Attached is the original wording and below is the suggested language. Let me know if any concerns.

KPU Richmond is undergoing new and exciting changes. Work is underway on the new Chip and Shannon Wilson School of Design building. The facility will be a certified LEED Gold building and will increase on-campus academic space by over 120 percent. The modern space will include:

- *Instructional, research, fabrication, and common space
- *Unique usability lab for designing and creating prototypes
- *Exhibition space for students

Thanks.

Karen

Mino, Lise MTIC:EX

From: Craig Regan <Craig.Regan@kpu.ca>
Sent: Friday, November 21, 2014 3:55 PM
To: Nickerson, Catherine M AVED:EX
Cc: Karen Hearn; Aitken, Cathy M AVED:EX
Subject: RE: URGENT - need to revise Contributing Factors document
Attachments: Contributing Factors to Bid Pricing Nov. 21. 14.docx

Revised!



Craig Regan
Director, Planning and Construction, Facilities Services
Kwantlen Polytechnic University
t 604.599.2055 f 604.599.2440 e craig.regan@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, November 21, 2014 3:40 PM
To: Karen Hearn; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: RE: URGENT - need to revise Contributing Factors document

OK - thanks

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, November 21, 2014 3:39 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: URGENT - need to revise Contributing Factors document

Just reviewing Craig's document again and note that it adds up to less than what the project overage was. Will revise imminently.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

CONTRIBUTING FACTORS TO THE BID PRICING	PREMIUM	% OF THE BID OVERAGE
Exterior curtain wall and glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency vs. Standard curtain wall	\$6,808,391	38%
Complex electrical and data systems and non-conventional HVAC systems vs. Standard systems	\$1,844,844	10%
Complex, integrated structure of wood, pre-cast and poured concrete, and steel components vs. Cast in place concrete	\$1,672,961	9%
Availability of the structural lumber vs. Standard steel construction	\$3,486,425	20%
Excavation and site works *	\$838,030	5%
General conditions and fees **	\$1,380,000	8%
All division breakdowns indicated a higher than expected values.	\$2,096,687	10%
Totals:	\$18,127,338	100%

* Over the pre-tender estimate by 104%. This portion of the work was standard design and should not have been hindered by any other factors such as delivery schedules or long lead items.

** Above the next lowest bidder and well above the 10% range that would be typical for a simplified construction design.

Other potential factors

- Aggressive scheduling.
- Tender period and extension took place in height of summer vacation period.
- Construction in wet season.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, October 7, 2014 10:58 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: video conference capabilities

Catherine, we do have the ability to set up video conferencing.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Tuesday, October 07, 2014 10:55 AM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: video conference capabilities

Hi Karen,

We are looking into dates for rescheduling the next meeting as well as the option for us to fly via Harbour Air to the Vancouver airport and cab to Richmond campus. Once we have checked this out and the calendars on our end, we will let you know the dates that could work.

Another option for this or other PB meetings is video conferencing so I was wondering if you have this available to you.

We have video conferencing capabilities at AVED and PBC also has it at their Victoria and Vancouver downtown offices.

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: (250) 893-7896 Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Friday, September 19, 2014 2:08 PM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir; Gordon Lee
Subject: RE: WSOD - DRAFT Briefing Note

Karen, based on your previous e-mail regarding the name, are you ok with me changing the heading of the Briefing Note to reflect the "official" abbreviated name, i.e., *Wilson School of Design*, and all other references to the full name?

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, September 19, 2014 1:58 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir AVED:EX; Gordon Lee
Subject: RE: WSOD - DRAFT Briefing Note

Cathy, thanks for the changes/additions. I have revised and changed the appendices as required. The document is attached with your changes accepted and my track changes identified except track changes were not in effect for the addition of KPU's logo, removal of "draft" and removal of the footer. We are just creating the pdf's for the appendices and will have them to you shortly.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Thursday, September 18, 2014 3:56 PM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir AVED:EX
Subject: WSOD - DRAFT Briefing Note

Hi Karen, I've reviewed the Briefing Note and have made minor additions/changes, see attached with tracked changes.

Also, I suggest that we include the following appendices

App A – Executive Summary only
App G – Schedule
App H – Governance Structure
App J – KPU Terms of Reference

And add one additional appendices to show pictures – snapshots: interior, exterior, site plan

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1
Phone: (250)356-9097
Fax: (250)356-7922
e-mail: cathy.aitken@gov.bc.ca*

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Thursday, September 18, 2014 3:41 PM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir
Subject: RE: Wilson School of Design Name

Thanks, Karen. We'll stick with the Wilson School of Design (WSOD).

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Thursday, September 18, 2014 3:34 PM
To: Aitken, Cathy M AVED:EX
Subject: RE: Wilson School of Design Name

Cathy, the full name is the Chip and Shannon Wilson School of Design. The full name being a bit of a challenge we received approval to reduce to the Wilson School of Design. Architectural documents are using a short form which is not the approved project name.

The name which will go on the building at the end of the project is the Chip and Shannon Wilson School of Design.

Other names for the project include:

CSWSOD (we have been asked to discontinue use of this)
Wilson School of Design (short form in use)
WSOD (shorter form in use)

Hope this helps.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Thursday, September 18, 2014 3:30 PM
To: Karen Hearn
Subject: Wilson School of Design

Hi Karen, we've noticed that the various documents are not consistent in the name of the project, i.e.,

KPU Terms of Reference identify the project as the "Chip and Shannon Wilson School of Design"
Your latest Briefing Note, identifies the project as "Wilson School of Design" or (WSOD)
Architectural documents identify "School of Design"

Can you advise what the official name of the project/building is? thanks,

Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1
Phone: (250)356-9097
Fax: (250)356-7922
e-mail: cathy.aitken@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, September 19, 2014 2:10 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir; Gordon Lee
Subject: RE: WSOD - DRAFT Briefing Note

Fine with me.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Friday, September 19, 2014 2:08 PM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir AVED:EX; Gordon Lee
Subject: RE: WSOD - DRAFT Briefing Note

Karen, based on your previous e-mail regarding the name, are you ok with me changing the heading of the Briefing Note to reflect the "official" abbreviated name, i.e., *Wilson School of Design*, and all other references to the full name?

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Friday, September 19, 2014 1:58 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir AVED:EX; Gordon Lee
Subject: RE: WSOD - DRAFT Briefing Note

Cathy, thanks for the changes/additions. I have revised and changed the appendices as required. The document is attached with your changes accepted and my track changes identified except track changes were not in effect for the addition of KPU's logo, removal of "draft" and removal of the footer. We are just creating the pdf's for the appendices and will have them to you shortly.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Thursday, September 18, 2014 3:56 PM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir AVED:EX
Subject: WSOD - DRAFT Briefing Note

Hi Karen, I've reviewed the Briefing Note and have made minor additions/changes, see attached with tracked changes.

Also, I suggest that we include the following appendices

App A – Executive Summary only

App G – Schedule

App H – Governance Structure

App J – KPU Terms of Reference

And add one additional appendices to show pictures – snapshots: interior, exterior, site plan

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1
Phone: (250)356-9097
Fax: (250)356-7922
e-mail: cathy.aitken@gov.bc.ca*

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Thursday, September 18, 2014 3:56 PM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX; Kostov, Krassimir
Subject: WSOD - DRAFT Briefing Note

Hi Karen, I've reviewed the Briefing Note and have made minor additions/changes, see attached with tracked changes.

Also, I suggest that we include the following appendices

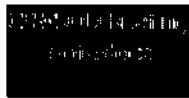
App A – Executive Summary only

App G – Schedule

App H – Governance Structure

App J – KPU Terms of Reference

And add one additional appendices to show pictures – snapshots: interior, exterior, site plan



*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

Phone: (250)356-9097

Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

Chip and Shannon Wilson School of Design Building Project
Briefing Note
September 15, 2014

PROJECT DESCRIPTION

In November 2012, Kwantlen Polytechnic University (the University) received Treasury Board approval for provincial funding of up to one-third of the total project capital costs, to a maximum of \$12 million, towards the construction of a new \$36 million dollar School of Design at the Richmond Campus. The \$36 million total project costs are to be equally shared between the Ministry of Advanced Education (the Ministry), the University and private donors Chip and Shannon Wilson and lululemon athletica. In return for the \$12 million donation, the school is to be named the "Chip and Shannon Wilson School of Design" (WSOD). Architectural renderings are attached in Appendix #.

The Chip and Shannon Wilson School of Design (WSOD) building will be a free standing five story building of 6,010 m² with minimum of LEED gold certification located at KPU's Richmond campus. This \$36 million project, which is funded in equal parts by the province, KPU capital reserves and donations from Chip and Shannon Wilson/lululemon was scheduled to begin construction this summer, with an opening in January 2016.

The project planned for an innovative purpose built facility that embraces the Province's Wood First Protocol and provides the Wilson School of Design with the physical environment necessary to support the development of world class design professionals.

The building is tailored to foster innovative professionals for BC's growing design sector and to support a rigorous, studio-based design education with industry-relevant best practices in teaching, learning and applied research. Shared design studios, a production lab, student gallery space, study spaces, multi-purpose rooms with operable dividers, office and support rooms comprise the building program.

PROJECT STATUS

To advance the project schedule the project was phased with the first phase focused on site preparation including parking lot demolition, vibro densification, pre-loading, new loading dock construction and general site preparation. This work has been completed.

To date \$3.5 million has been invested in design fees and in the phase one site preparation.

The second phase of the project is for the building construction. The tender closed on July 24, 2014 when 3 of 4 pre-qualified General Contractors submitted bids. At closing all three bids were significantly above the pre-tender construction estimate of \$23 million. This came as a

complete and utter surprise to our architects, engineers, the quantity surveyor and KPU personnel involved with the project.

Summary of bids

Bird Construction Group	\$41,127,000
EllisDon Corporation	\$42,760,000
Ledcor Construction	\$42,900,000
PCL Construction Leaders	Withdrew day of tender closing

The entire design and tendering process has been overseen by a fairness monitor and all best practices were used in the development and issuance of tenders.

The timeline for going to tender for the construction was pushed back because of delays in receiving Treasury Board approval: the call for bids for the construction went out a month late on June 3rd, with a closing date of June 27th.

At the request of the bidders, the closing date was extended to July 24th. Every indication from the design team and from the few questions received during the tender process from the 4 general contractors who were pre-qualified to bid (i.e. deemed to have the experience needed to complete our design) suggested that the bids would come in near the budget.

The tender results were shocking as the Class A estimate, the consultants review of the Class A estimate and the conversations with the General Contractors during the bid process did not identify a significant concern. Up to the day prior to the tender closing one bidder indicated it may be over budget at an estimated \$26 million. All the bidders were aware of the construction budget being a maximum of \$23 million.

A review of the bids and discussions with the design team, lowest bidder and Quantity Surveyor revealed potential contributing factors to the pricing:

- the complex, integrated structure of wood, pre-cast and poured concrete, and steel components;
- the availability of the structural lumber;
- the quantity of special interior finishes, such as white boards and operative partitions;
- the exterior glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency;
- complex electrical and data systems and non-conventional HVAC systems
- the timing of tender
- the project schedule

Underlying this was the relative scarcity of the sub-contractors and skilled labour for some of the unusual elements, the aggressive timeline, and the proposed (wet) season for construction. The sub-contractors saw this as a high risk and complex project.

Draft Sept. 15/14 prepared by Karen Hearn

Subsequent to the tenders being received KPU, MHPM and the Fairness Monitor met with the lowest bidder's representatives for a high level discussion to better understand what the main cost drivers are, looking at costs by construction division, schedule, and other risk factors. The information obtained from the meeting was to help inform KPU of options and next steps.

After the meeting with the lowest bidder two options were explored.

1. Cancel the bid outright, return to the drawing board and come up with a more conventional structure that would fit the budget: one that would look essentially the same from outside, but the underlying infrastructure would be conventional and some innovative design elements could be lost. Complete a re-design, and re-tender the project.
2. Enter into negotiations with the lowest bidder to identify changes in scope to ensure that the construction cost is within budget. Part 1.4 of the tender Project Specific amendments provided provision to do so (see excerpt below)

PART 1.4 PROJECT SPECIFIC AMENDMENTS

The Articles of Agreement Between Owner and Contractor, the General Conditions of the Stipulated Price Contract CCDC2 -2008, the BCDC-2(E), 2013 Instructions To Bidders and Supplementary Conditions together with the following alterations and additions shall apply in their entirety to the Contract.

In the event that all bids received are over budget, then Kwantlen, at its sole discretion, may negotiate with the low bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount. If negotiations with the low bidder are unsuccessful, Kwantlen at its sole discretion, may negotiate with the next lowest bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount or may cancel the tender and not award a contract.

Once we had confirmation from legal counsel that the low bidder had submitted a not non-compliant bid KPU elected to enter into negotiations to explore scope changes and price adjustments to bring the work and price within the pre-tender budget amount.

It was decided to see if the lowest bidder was willing to explore scope changes to bring the project within the pre-tender budget. Prior to checking with the Bird Construction Group (Bird) KPU requested legal counsel review Bird's bid to determine that in their opinion it was compliant. Legal counsel identified that the bid was "not non-compliant". Subsequently a meeting was set up with Bird who agreed to proceeding with negotiations and scope changes including preparation of an initial shopping list of potential scope changes including the estimated cost reduction.

Draft Sept. 15/14 prepared by Karen Hearn

The shopping list was reviewed by the design team and a joint meeting held to discuss alternatives. Initial estimates of potential cost savings identified a remaining gap of \$2,903,730 substantively reduced from the gap of \$18, 127,000 million when the tenders closed. The meeting was scheduled for two hours though all were very committed to the exploration and agreed part way through the meeting to extend it for a total of four hours. Subsequent meetings have been held with sub-trades, Bird Construction Group (Bird) and the design team to further understand the implications, benefits and alternate approaches to bring the project within budget.

The Architects identified that they have never had a project not proceed to being built and they will do all possible to find a way to make this a viable project.

Bird have committed to providing an updated estimate of the cost impact of the proposed scope changes before the end of September. This estimate will be based upon their consultation with sub-contractors and all the proposed changes that have been provided by KPU, Bird, the sub-contractors and the design team.

See the Implementation Strategy section for further details regarding the construction tender process.

BUDGET

The Class D, C, B and A budgets estimates were prepared by James Bush and Associates, Limited (JBA) with support from SSA Quantity Surveyors of Kelowna. Since 1994, JBA has worked on over 1,000 projects many with the post-secondary sector and they routinely handle projects in the \$10M to \$50M range. The Class A budget estimate is attached in Appendix A and provides 5.5% construction contingency, a soft cost contingency of 5%, an offsite work allowance which was not all anticipated to be required and a post occupancy contingency.

Members of the Design team, including Public Architecture and KPMB Architects, reviewed all four budget estimates (Class D through A) and advised based on their experience that they appeared to be reasonable.

RISK REGISTER

As per the Ministry of Advanced Education's Risk Management Guide, a Risk Register was created for the Business Case for the Wilson School of Design project to increase understanding of the forces that could affect project outcomes, support project related decision making and to reduce variability in project scope, schedule and costs. As suggested in the Risk Management Guide, the Risk Register was reviewed and revised in January 2014, for the project's Design phase, and in June 2014 for the Construction phase and submitted to AVED as attachments to the 4th and 5th quarterly reports, respectively. Refer to the Risk Registry in Appendix B.

IMPLEMENTATION STRATEGY

Draft Sept. 15/14 prepared by Karen Hearn

Architect Selection

An RFI was posted to BC Bid to determine interest in the Architectural community. Appendix 2. The RFI Evaluation Committee was created consisting of A/Director Planning & Construction, Manager Physical Plant, Executive Director Institute for Material Innovation, Interior Design Faculty Member and an External Consultant to review the submissions. Twenty-five firms responded and were shortlisted to five firms. Subsequently a RFP Appendix C was issued to the five shortlisted firms.

After the close of the RFP #2660 on April 16th each committee member independently evaluated each of the RFP Submissions and rated the non-financial questions for a maximum of 50-points, financial questions for a maximum of 25-points and project reference information for a maximum of 10-points. Reference checks were completed and the committee shortlisted the firms to the following 3 highest ranking:

1. B+H Architects with Bjarke Ingels Group (BIG)
2. KPMB Architects with PUBLIC Architecture + Communication, and
3. Perkins+Will

The Final Selection Interview Process was conducted by the Provost & Vice President Academic, the VP Finance & Administration, the Executive Director Facilities Services, the Executive Director Institute for Material Innovation, and Interior Design Faculty Member, the Dean Wilson School of Design, a Wilson School of Design student and a representative from the Office of Advancement.

Following presentations by each architectural candidate the Final Selection Committee chose KPMB Architects (Toronto) in partnership with Public Architecture (Vancouver).

To assist with the complete architectural selection process third party advisors were hired to provide marketplace advice (Mr. Lee Gavel) and legal counsel (Mr. Roy Nieuwenburg).

Wood Design

To help advance the project schedule and reduce risk the Steering Committee supported the recommendation of the Structural Engineering firm to hire a sub consultant to provide Design Assistance for the timber structural component and to mitigate timber design and delivery concerns by reducing the length of time that the General Contractor would require to produce shop drawings.

The Design Assistance and structural engineers met with timber suppliers to review production capacity, timber availability and test the marketplace for enthusiasm for involvement in this project prior to the tender.

Project Procurement

Draft Sept. 15/14 prepared by Karen Hearn

November and December 2013. The letters announced the new Wilson School of Design and advised on what might be expected in terms of timeline, noise, dust, etc.

Website

<http://www.kpu.ca/facilities/wilson-school-of-design>

A public website was created to provide general information and updates on the project, project progress, and including public announcements regarding campus changes such as to entrances, parking, and the loading dock. On the main page of the website is a link to a webcam which was installed to allow anyone to watch project process live.

AVED Quarterly Reports

For the period beginning on April 1, 2013, five quarterly reports have been prepared and submitted to the Ministry of Advanced Education (AVED).

Community Updates

Two comprehensive update briefings have been prepared for circulation to the project's governance committees (Steering, Project Management and User Group), KPU's Academic and Administrative Councils, the university's executive, the department of External Affairs, the Wilson School of Design, the Kwantlen Faculty Association, the Kwantlen Student Association, the BCGEU and AVED. The reports, for the periods ending December 2013 and June 2014, appear in Appendices K and L, respectively.

Project Room

Approximately 30m² of space in the Atrium of the Richmond campus on the first floor of the existing building has been allocated to project communication. Located in a highly visible area of the campus near Student Services and the Bookstore, the Project Room has tackable surfaces for posting information such as images, layouts, renderings and other items. The Project Room is an interactive space which allows interested parties to post comments and provide feedback. For example, in the Spring 2014 semester a prototype storage unit for student use was installed in the project room for students to try out and provide input. The room has the capacity to install technology to allow viewing of videos, slideshows and to solicit input via surveys, etc., as required.

Consultations

Charettes

In addition to input from stakeholder committees five charettes were conducted at the Richmond and Surrey campuses to gain collaborative input on the building's design from representatives of the Steering and Project Management committees, the User group, the Design team, faculty, staff and students of the Wilson School of Design.

Architectural Design Team Meetings and Joint Project Management Committee

Bi-weekly Design Team meetings were facilitated in an integrated design approach with architects, consultants and KPU academic and facilities services representatives. Sub-committees met alternate weeks.

Draft Sept. 15/14 prepared by Karen Hearn

In addition the Project Management committee met with the representatives from Public Architecture and KPMB Architects on three occasions during the design period; October 7, 2013, November 12, 2013 and February 6, 2014.

The purpose of these meetings was to:

- Ensure mutual understanding of project objectives
- Reflectively review project commitments
- Assess progress on commitments
- Identify issues or information gaps requiring attention

Current Project Issues/Risks

Can the project be brought back within the pre-tender budget through the scope changes and negotiations with the lowest bidder?

If we cannot bring the project within the pre-tender budget estimate then a greater amount of time and expense will be required for re-design and re-tendering of the project.

Need to re-confirm the project funding with both the donor and Provincial government due to the schedule change . If the project can be completed by December 2016 the Donor had previously identified this as acceptable; any date subsequent to this will require confirmation of the Donor's acceptance of the delay.

Need to determine interim strategies to meet academic requirements until the new building is completed.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, March 4, 2015 11:49 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: Re-design

Re-design assumptions

- a. the double skin envelope on the west façade to be redesigned to a standard single skin curtain wall,
- b. that the in-floor HVAC distribution system is removed and redesigned to a more standard HVAC distribution approach, and
- c. the composite wood/concrete component is redesigned for a simpler construction method.



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, December 2, 2014 5:04 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: Request for information on the design team
Attachments: 20141202170104814.pdf

Cathy, not very organized, though since it was easy to retrieve from the original RFP submission I have scanned for you to help answer the question about experience and projects for the team. One more longer document to follow which may have information you find relevant.

If you need us to create something more succinct and attractively presented let us know and we will see what we can fit in tomorrow morning amongst other priorities.

Karen

Mino, Lise MTIC:EX

From: McMahon, Alana AVED:EX
Sent: Wednesday, January 2, 2013 4:07 PM
To: harry.gray@kwantlen.ca; Thompson, Joseph AEIT:EX; Fowler, Colin N AEIT:EX; Loughran, Tony D AVED:EX; karen.hearn@kwantlen.ca; Black, Marc GCPE:EX; Nickerson, Catherine M AVED:EX
Cc: Brandt, Keely AEIT:EX; Culleton, Anita Y AVED:EX; Brassard, Michelle AEIT:EX; Evans, Sharon AVED:EX; Linda Gomes; Berkes, Andrea AEIT:EX
Subject: Revised Approval letter for Kwantlen School of Design
Attachments: F - 94116 - DM Ltr & Att 1 - to Davis re KPU School of Design Project Approval.pdf

Good afternoon,

Attached please find a revised version of the December 18, 2012 letter from Deputy Minister Cheryl Wenezenki-Yolland to Dr. Alan Davis, President, Kwantlen Polytechnic University, regarding the School of Design Project Approval.

I would appreciate it if you would please replace the previous letter with this document. Please note that the body of the letter has not changed; however, it was necessary to ensure the addressee section was correct.

I apologize for any inconvenience.

Thank you,

Alana McMahon

Office Manager
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education, Innovation and Technology
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922



Our Ref: 94116

December 18, 2012

Dr. Alan Davis, President
Kwantlen Polytechnic University
12666-72nd Ave
Surrey BC V3W 2M8

Dear Dr. Davis:

I am pleased to confirm that Treasury Board has approved provincial funding up to one-third of total project capital costs, to a maximum of \$12 million for the following project:

Project Name: Chip and Shannon Wilson School of Design
Project No.: 804759
Project Rationale: Cost-shared construction of a new School of Design at the Richmond Campus to accommodate growth in new and existing programs in Fashion and Technology, Foundations in Design, Fashion Marketing, Graphic Design for Marketing and Interior Design.
Project Scope: Construction of a new 52,750 square foot building, accommodating a minimum of 505 student Full Time Equivalents (FTEs). Project includes classrooms, labs, instructional support space including Dean and faculty offices, meeting rooms, a lecture theatre, student study space, a materials research centre and gallery space for the exhibition of student work and curated shows related to innovation.

The general terms and conditions of this approval are included in Attachment 1.

In addition, this project approval is subject to the following conditions:

- Funding is subject to confirmation of final, actual construction costs;
- Provincial funding is to be provided in fiscal year 2015/16;
- Significant changes to project schedule, scope and/or provincial cashflow cannot be implemented without prior approval of Treasury Board and the Ministry of Advanced Education, Innovation and Technology; and
- Kwantlen Polytechnic University (the University) will manage all incremental operating costs (building, FTEs, amortization, etc.) without seeking further Provincial government funding.

... /2

Ministry of Advanced Education,
Innovation and Technology

Office of the
Deputy Minister

Mailing Address:
PO Box 9884 Stn Prov Govt
Victoria BC V8W 9T6

Telephone: 250 356-5170
Facsimile: 250 356-5468

Provincial funding will be provided in accordance with the approved provincial cashflow schedule for this project. The funding received is a restricted contribution for the development of the aforementioned capital project which will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the building.

Prior to any public announcements pertaining to this project, please have your communications staff contact Mr. Marc Black, Communications Director, Government Communications and Public Engagement, at (250) 952-6508.

I wish you every success with this project and look forward to its completion.

Sincerely,



Cheryl Wenczenki-Yolland, CMA, FCMA
Deputy Minister

Enclosures

pc: Mr. Harry Gray, Interim Vice-President, Finance and Administration
Kwantlen Polytechnic University

Mr. Joe Thompson, Acting Assistant Deputy Minister and Executive Financial Officer
Ministry of Advanced Education, Innovation and Technology

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education, Innovation and Technology

Mr. Tony Loughran, Executive Director, Fraser Valley/Interior Region
Ministry of Advanced Education, Innovation and Technology

Ms. Karen Hearn, Director, Facilities
Kwantlen Polytechnic University

Mr. Marc Black, Communications Director
Government Communications and Public Engagement
Ministry of Advanced Education, Innovation and Technology

Ms. Catherine Nickerson, Director, Post-Secondary Capital
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education, Innovation and Technology

Terms and Conditions of Funding Approval

Under the terms and conditions of this funding approval, it is the Ministry of Advanced Education, Innovation and Technology's expectation that:

- The equipment and/or renovated space and/or building will be used for its entire useful life;
- The funding received is a restricted contribution for the development of a capital project that will maintain, create or extend the service life of the asset(s) and therefore will be treated as a deferred contribution. The reduction of the deferral will be over the service life of the equipment and/or building;
- The project(s) will proceed within the approved scope, budget and cashflow allocations to achieve service delivery objectives as per the approved Business Case;
- The project(s) will proceed in accordance with various provincial government requirements and policies including, but not limited to:
 - Capital Asset Management Framework
<http://www.fin.gov.bc.ca/tbs/camf.htm>
 - Capital Asset Reference Guide
http://www.aved.gov.bc.ca/cppm/related_documents.htm
 - Where applicable:
 - University Act, College and Institute Act, Thomson Rivers University Act, Royal Roads University Act;
 - Greenhouse Gas Reduction Targets Act;
 - Wood First Legislation;
 - LEED Gold for new construction; certification must be obtained from Canada Green Building Council (CaGBC); and
 - LEED Silver for major renovation and renewal project; certification must be obtained from CaGBC.
- If, at the completion of the project, the total actual eligible costs vary from the approved project budget, the provincial funding will be limited to either the approved maximum contribution or the agreed percentage share, whichever is less.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 11:29 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Revised Briefing Note
Attachments: BRIEFING NOTE Mtng #3.docx



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

BRIEFING NOTE

PREPARED FOR:

Project Board

Kwantlen Polytechnic University

Chip & Shannon Wilson School of Design Building Project

ISSUE:

To determine the procurement process for the building project to advance.

BACKGROUND:

The Chip & Shannon Wilson School of Design Building Project bids all came in significantly over the pre-tender construction budget. As per Supplemental Condition 1.4 (excerpt below)

PART 1.4 PROJECT SPECIFIC AMENDMENTS

The Articles of Agreement Between Owner and Contractor, the General Conditions of the Stipulated Price Contract CCDC2 -2008, the BCDC-2(E), 2013 Instructions To Bidders and Supplementary Conditions together with the following alterations and additions shall apply in their entirety to the Contract.

In the event that all bids received are over budget, then Kwantlen, at its sole discretion, may negotiate with the low bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount. If negotiations with the low bidder are unsuccessful, Kwantlen at its sole discretion, may negotiate with the next lowest bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount or may cancel the tender and not award a contract.

KPU exercised its right to enter into discussions with the lowest bidder, Bird Construction Company Limited (Bird) to determine scope changes to bring the project within the pre-tender budget estimate. These discussions have been underway since early August and to date have not succeeded in bringing the project within the pre-tender construction budget of \$23 million.

Risk mitigation steps were in place to minimize potential cost overruns. The mitigations included that the Quantity Surveyor did not anticipate any overruns, detailed shop drawings were developed early to allow the General Contractors more information for their cost estimates for the wood components of the building and both design and construction contingencies were in place. At the time of the tender, site preparation work representing 10% of the project scope had already been completed on schedule.

Procurement options to ensure the project is completed by December 2016 and within total project budget of \$36 million have been analyzed and a recommendation is ready for the Project Board's review.

DISCUSSION:

Why was a Design, Bid, Build procurement alternative used for the project?

Revised Nov. 6/14

KPU in the project Business Case identified the procurement approach of design, bid, build (DBB) for this project as leveraging its past success with over \$135 million in major capital projects completed since 2005 utilizing this approach to procurement. Included within these capital projects were the first two LEED gold building projects in the City of Surrey with KPU's Cloverdale Tech campus and the Surrey Campus Coast Capital Library building.

Partnerships B.C. who reviewed the project prior to approval to proceed indicated that either a design, bid, build (DBB) or design, build (DB) procurement method would be appropriate for the Chip & Shannon Wilson School of Design building project.

Where are we now with negotiations with the lowest bidder?

Extensive efforts by all parties have taken place, although they have not resulted in bringing the project within pre-tender budget. Activities have included:

- August 14th - Bird identified its willingness to explore alternatives to the scope of the project to bring it within the pre-tender estimate of \$23 million.
- August 22nd - A high level list of potential scope changes was provided by Bird to KPU and the design team.
- August 26th – A four hour meeting was held with Bird, the design team and KPU representatives to review potential scope changes and determine which to explore further.
- After the August 26th meeting, numerous meetings took place with Bird, the design team, KPU. These often included potential sub-contractors. Collectively they examined various alternatives to reduce the project cost.
- Sept. 26th - Bird provided a revised project cost estimate based upon the identified potential scope changes. The project still was not within the pre-tender budget of \$23 million.
- Two independent Quantity Surveyor reviews along with the Architects review of the revised project cost estimate indicated that elements of the revised pricing seemed to be above industry standard. In particular the General Conditions were approximately double what are expected.
- October 22nd - A follow up meeting with Bird, MHPM and KPU discussed the Quantity Surveyor reports, the proposed additional potential cost savings and identified KPU's need for cost certainty in the near term. Bird identified that cost certainty is not possible until the drawings and specifications are all updated and re-tendering to the sub-trades takes place.
- Oct. 30th – Bird provided a suggested schedule including three phases of construction with substantial completion Oct. 20, 2016.

Bird has indicated its understanding that KPU is under no obligation to Bird through the negotiations. Oct. 22nd - Bird reaffirmed its willingness to continue negotiations with KPU and acknowledged its risks in doing so.

At the October 22nd meeting Bird identified it will prepare a more complete project schedule including potential work packages, tender dates, etc.

At this time there is concern that continuing to negotiate with Bird will not ensure that:

- the best value will be achieved

Revised Nov. 6/14

- the schedule will be met
- the project will come within the pre-tender estimate including all non-owner change orders
- cost certainty will be achieved until all re-design is completed
- pricing will be based on competitive bidding (not sole sourced)

What lead to the project bid prices being so much above the pre-tender budget estimate?

Potential contributing factors to the bids exceeding the pre-tender estimate include:

- the complex, integrated structure of wood, pre-cast and poured concrete, and steel components
- the availability of the structural lumber
- the exterior glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency
- complex electrical and data systems and non-conventional HVAC and controls systems
- the timing of the tender
- the project schedule

Underlying this was the relative scarcity of sub-contractors and skilled labour for some of the innovative elements, the aggressive timeline, and the proposed (wet) season for construction. The sub-contractors appeared to see this as a high risk and complex project.

Altus Group in its review of the original tender results identified that, “The original tender appears to have the markings of a market being overheated where contractors tender at unrealistic levels”.

MHPM conducted a review of the supplemental conditions to the tender and identified that they did not constitute an abnormal or excessive transfer of risk to the pre-qualified bidders. This was also substantiated by the bidders themselves having not submitted a single question of clarification throughout the seven week tender period.

Procurement options analysis

Goal: to deliver a project that will result in the best value for money on both a quantitative (financial) and qualitative basis.

Below is a summary of the procurement options reviewed to support moving the project forward within the maximum \$36 million budget and requirement for completion by December 2016.

See Appendix XYZ for the full options analysis.

	SCHEDULE	COST	QUALITY	RISK	TOTAL
OPTION 1 Negotiate with low bid General Contractor.	January 2017 Protracted negotiations and review erodes schedule prediction.	Realization of 100% of proposed cost savings highly improbable. Major assumptions can't be mitigated until redesign is complete.	Level of quality uncertain due to major design assumptions.	Reputational risk for KPU if unable to confirm best value of schedule, cost and quality.	
SCORE	0	2	1	1	4
OPTION 2 DBB Cancel tender, redesign and retender	November 2016	Open market pricing, validated by QS. Cost certainty for owner.	Constructability knowledge gained during negotiations can be applied to new design.	KPU has successful experience. Clean approach.	
SCORE	2	4	4	4	14
OPTION 3 CM Cancel, redesign and CM as agent	October 2016 Process can expedite schedule	Increased cost costs for multiple tenders, legal, sub-trade contracts and administration.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design	CM takes no risk. New form of contract for KPU, intensive tender & review process will increase admin time.	
SCORE	3	3	5	2	13
OPTION 4 DBB Cancel, redesign with pre-con services and tender	November 2016 Will benefit from CM input.	Costing control through QS and CM.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design. CM input.	KPU has successful experience. Accesses specialized pre-construction services.	
SCORE	2	4	5	4	15
OPTION 5 CM Cancel, redesign and retain CM at risk	September 2016 Concurrent tasks may improve delivery.	Costing control through QS and CM. Increased soft costs for multiple tenders, legal fees, etc. No certainty at time of early works contracts.	Consultant and owner oversight of design. CM incentivized to push quality expectations down.	CM has limited cost risk. Separate contracts require additional admin by CM.	
SCORE	4	3	3	2	10
OPTION 6 DB Cancel and proceed as Design Build	June 2017 Requires extensive design, review negotiations and approval time.	Apply affordability and quality ceilings in DB RFP. Higher consultants' fees. Current knowledge and value of work to date is lost.	Owner must identify quality expectations.	Transfers cost and schedule risk at award. Does not leverage design investment to date.	
SCORE	0	3	3	2	8

Revised Nov. 6/14

Recommended procurement option

It is recommended to proceed with Option 4 which cancels the tender, completes the re-design with the services of a pre-construction manager and re-tenders to the marketplace. The pre-construction manager involved throughout the re-design will ensure the construction industry perspective is included and the design is easy and affordable to construct within the available schedule and budget

Option 4 Pros:

- Legal opinion confirms KPU's right to cease negotiations and cancel tender.
- Process benefits from CM schedule, constructability and costing advice during re-design process and independent validation of value analysis ideas generated to-date from Low Bidder negotiations.
- Achieves cost certainty for partners by leveraging CM/QS cost control during re-design culminating in a competitive tender process.
- Well understood process and contract ultimately achieves partner and stakeholder schedule requirements.
- Maximizes owner oversight during design and ability to ensure campus quality standards are consistently addressed.
- Improves schedule certainty. Straight forward, well understood process supports project completing in accordance with schedule requirements.

Option 4 Cons:

- Pricing at time of tender is subject to market forces.
- Minimum schedule contingency.
- Pre-qualification RFP doesn't have an "out" clause. Potential claim for lost profit if one of four pre-qualified bidders is not selected.

To mitigate risks for the project the following strategies have been employed:

- New Quantity Surveyor to provide 2nd review and narrative of cost savings proposals.
- Legal opinions supporting the right to negotiate, right to cancel tender and contract obligations.
- Construction Manager for pre-design services provides procurement and construction industry expertise.
- Project Board oversight, providing direction and key decision-making for the project.
- AVED cashflow of funds in fiscal 15/16 to continue as per COA.
- Fifth floor as an alternate price could be interpreted as not changing the project scope and could provide option for additional cost savings.
- Not pre-qualifying General Contractors for the re-tendering will increase competition and heighten market interest.
- Re-tender on BC Bid will increase exposure to competitive market.
- Simplifying design will provide for ease of construction, costing efficiencies and adherence to the required schedule.

Revised Nov. 6/14

Communications required

With a decision to cancel negotiations with the lowest bidder and a launch of the re-design process there is a need to provide an updated communications message regarding the project to:

- The bidders
- The Internal KPU community
- Political contacts associated with the project
- The donor

It is recommended to remain silent to the general public until the contract is awarded for the building construction.

Next steps:

To Secretary Treasury Board

To KPU Board of Governors for review and support of the Project Board's approved motions.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 31, 2014 9:20 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Revised Briefing
Attachments: BRIEFING NOTE Mtng #3.docx

Here is a revised version this morning that is basically the same though has now been edited for grammar, etc.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

BRIEFING NOTE

PREPARED FOR:

Project Board

Kwantlen Polytechnic University

Chip & Shannon Wilson School of Design Building Project

ISSUE:

To determine the procurement process for the building project to advance.

BACKGROUND:

The Chip & Shannon Wilson School of Design Building Project bids all came in significantly over the pre-tender construction budget. As per Supplemental Condition 1.4 (excerpt below)

PART 1.4 PROJECT SPECIFIC AMENDMENTS

The Articles of Agreement Between Owner and Contractor, the General Conditions of the Stipulated Price Contract CCDC2 -2008, the BCDC-2(E), 2013 Instructions To Bidders and Supplementary Conditions together with the following alterations and additions shall apply in their entirety to the Contract.

In the event that all bids received are over budget, then Kwantlen, at its sole discretion, may negotiate with the low bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount. If negotiations with the low bidder are unsuccessful, Kwantlen at its sole discretion, may negotiate with the next lowest bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount or may cancel the tender and not award a contract.

KPU exercised its right to enter into discussions with the lowest bidder, Bird Construction Company Limited (Bird) to determine scope changes to bring the project within the pre-tender budget estimate. These discussions have been underway since early August and to date have not succeeded in bringing the project within the pre-tender construction budget of \$23 million.

Risk mitigation steps were in place to minimize potential cost overruns. The mitigations included that the Quantity Surveyor did not anticipate any overruns, detailed shop drawings were developed early to allow the General Contractors more information for their cost estimates for the wood components of the building and both design and construction contingencies were in place. At the time of the tender, site preparation work representing 10% of the project scope had already been completed on schedule.

Procurement options to ensure the project is completed by December 2016 and within total project budget of \$36 million have been analyzed and a recommendation is ready for the Project Board's review.

DISCUSSION:

Why was a Design, Bid, Build procurement alternative used for the project?

Last revised Oct. 31 9:15 a.m.

KPU in the project Business Case identified the procurement approach of design, bid, build (DBB) for this project as leveraging its past success with over \$135 million in major capital projects completed since 2005 utilizing this approach to procurement. Included within these capital projects were the first two LEED gold building projects in the City of Surrey with KPU's Cloverdale Tech campus and the Surrey Campus Coast Capital Library building.

Partnerships B.C. who reviewed the project prior to approval to proceed indicated that either a design, bid, build (DBB) or design, build (DB) procurement method would be appropriate for the Chip & Shannon Wilson School of Design building project.

Where are we now with negotiations with the lowest bidder?

Extensive efforts by all parties have taken place, although they have not resulted in bringing the project within pre-tender budget. Activities have included:

- August 14th - Bird identified its willingness to explore alternatives to the scope of the project to bring it within the pre-tender estimate of \$23 million.
- August 22nd - A high level list of potential scope changes was provided by Bird to KPU and the design team.
- August 26th - A four hour meeting was held with Bird, the design team and KPU representatives to review potential scope changes and determine which to explore further.
- After the August 26th meeting, numerous meetings took place with Bird, the design team, KPU. These often included potential sub-contractors. Collectively they examined various alternatives to reduce the project cost.
- Sept. 26th - Bird provided a revised project cost estimate based upon the identified potential scope changes. The project still was not within the pre-tender budget of \$23 million.
- Two independent Quantity Surveyor reviews along with the Architects review of the revised project cost estimate indicated that elements of the revised pricing seemed to be above industry standard. In particular the General Conditions were approximately double what are expected.
- October 22nd - A follow up meeting with Bird, MHPM and KPU discussed the Quantity Surveyor reports, the proposed additional potential cost savings and identified KPU's need for cost certainty in the near term. Bird identified that cost certainty is not possible until the drawings and specifications are all updated and re-tendering to the sub-trades takes place.

Bird has indicated its understanding that KPU is under no obligation to Bird through the negotiations. Oct. 22nd - Bird reaffirmed its willingness to continue negotiations with KPU and acknowledged its risks in doing so.

At the October 22nd meeting Bird identified it will prepare a more complete project schedule including potential work packages, tender dates, etc.

At this time there is concern that continuing to negotiate with Bird will not ensure that:

- the best value will be achieved
- the schedule will be met
- the project will come within the pre-tender estimate including all non-owner change orders

Last revised Oct. 31 9:15 a.m.

- cost certainty will be achieved until all re-design is completed
- pricing will be based on competitive bidding (not sole sourced)

What lead to the project bid prices being so much above the pre-tender budget estimate?

Potential contributing factors to the bids exceeding the pre-tender estimate include:

- the complex, integrated structure of wood, pre-cast and poured concrete, and steel components
- the availability of the structural lumber
- the exterior glazing: long lead times and high costs for delivery of the materials, and high expectations for energy efficiency
- complex electrical and data systems and non-conventional HVAC and controls systems
- the timing of the tender
- the project schedule

Underlying this was the relative scarcity of sub-contractors and skilled labour for some of the innovative elements, the aggressive timeline, and the proposed (wet) season for construction. The sub-contractors appeared to see this as a high risk and complex project.

Altus Group in its review of the original tender results identified that, “The original tender appears to have the markings of a market being overheated where contractors tender at unrealistic levels”.

MHPM conducted a review of the supplemental conditions to the tender and identified that they did not constitute an abnormal or excessive transfer or risk to the pre-qualified bidders. This was also substantiated by the bidders themselves having not submitted a single question of clarification throughout the seven week tender period.

Procurement options analysis

Goal: to deliver a project that will result in the best value for money on both a quantitative (financial) and qualitative basis.

Below is a summary of the procurement options reviewed to support moving the project forward within the maximum \$36 million budget and requirement for completion by December 2016.

See Appendix XYZ for the full options analysis.

	SCHEDULE	COST	QUALITY	RISK	TOTAL
OPTION 1	January 2017	Realization of 100% of	Level of quality uncertain	Reputational risk for	

Last revised Oct. 31 9:15 a.m.

Negotiate with low bid General Contractor.	Protracted negotiations and review erodes schedule prediction.	proposed cost savings highly improbable. Major assumptions can't be mitigated until redesign is complete.	due to major design assumptions.	KPU if unable to confirm best value of schedule, cost and quality.	
SCORE	0	2	1	1	4
OPTION 2 Cancel tender, redesign and retender	November 2016	Open market pricing, validated by QS. Cost certainty for owner.	Constructability knowledge gained during negotiations can be applied to new design.	KPU has successful experience. Clean approach.	
SCORE	2	4	4	4	14
OPTION 3 Cancel, redesign and CM as agent	October 2016 Process can expedite schedule	Increased cost costs for multiple tenders, legal, sub-trade contracts and administration.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design	CM takes no risk. New form of contract for KPU, intensive tender & review process will increase admin time.	
SCORE	3	3	5	2	13
OPTION 4 Cancel, redesign with pre-con services and tender	November 2016 Will benefit from CM input.	Costing control through QS and CM.	Consultant, owner and CM oversight of design. Constructability knowledge gained during negotiations can be applied to new design. CM input.	KPU has successful experience. Accesses specialized pre-construction services.	
SCORE	2	4	5	4	15
OPTION 5 Cancel, redesign and retain CM at risk	September 2016 Concurrent tasks may improve delivery.	Costing control through QS and CM. Increased soft costs for multiple tenders, legal fees, etc. No certainty at time of early works contracts.	Consultant and owner oversight of design. CM incentivized to push quality expectations down.	CM has limited cost risk. Separate contracts require additional admin by CM.	
SCORE	4	3	3	2	10
OPTION 6 Cancel and proceed as Design Build	June 2017 Requires extensive design, review negotiations and approval time.	Apply affordability and quality ceilings in DB RFP. Higher consultants' fees. Current knowledge and value of work to date is lost.	Owner must identify quality expectations.	Transfers cost and schedule risk at award. Does not leverage design investment to date.	
SCORE	0	3	3	2	8

Last revised Oct. 31 9:15 a.m.

Recommended procurement option

It is recommended to proceed with Option 4 which cancels the tender, completes the re-design with the services of a pre-construction manager and re-tenders to the marketplace. The pre-construction manager involved throughout the re-design will ensure the construction industry perspective is included and the design is easy and affordable to construct within the available schedule and budget

Option 4 Pros:

- Legal opinion confirms KPU's right to cease negotiations and cancel tender.
- Process benefits from CM schedule, constructability and costing advice during re-design process and independent validation of value analysis ideas generated to-date from Low Bidder negotiations.
- Achieves cost certainty for partners by leveraging CM/QS cost control during re-design culminating in a competitive tender process.
- Well understood process and contract ultimately achieves partner and stakeholder schedule requirements.
- Maximizes owner oversight during design and ability to ensure campus quality standards are consistently addressed.
- Improves schedule certainty. Straight forward, well understood process supports project completing in accordance with schedule requirements.

Option 4 Cons:

- Pricing at time of tender is subject to market forces.
- Minimum schedule contingency.
- Pre-qualification RFP doesn't have an "out" clause. Potential claim for lost profit if one of four pre-qualified bidders is not selected.

To mitigate risks for the project the following strategies have been employed:

- New Quantity Surveyor to provide 2nd review and narrative of cost savings proposals.
- Legal opinions supporting the right to negotiate, right to cancel tender and contract obligations.
- Construction Manager for pre-design services provides procurement and construction industry expertise.
- Project Board oversight, providing direction and key decision-making for the project.
- AVED cashflow of funds in fiscal 15/16 to continue as per COA.
- Fifth floor as an alternate price could be interpreted as not changing the project scope and could provide option for additional cost savings.
- Not pre-qualifying General Contractors for the re-tendering will increase competition and heighten market interest.

Last revised Oct. 31 9:15 a.m.

- Re-tender on BC Bid will increase exposure to competitive market.
- Simplifying design will provide for ease of construction, costing efficiencies and adherence to the required schedule.

Communications required

With a decision to cancel negotiations with the lowest bidder and a launch of the re-design process there is a need to provide an updated communications message regarding the project to:

- The bidders
- The Internal KPU community
- Political contacts associated with the project
- The donor

It is recommended to remain silent to the general public until the contract is awarded for the building construction.

Next steps:

To KPU Board of Governors for review and support of the Project Board's approved motions.

Last revised Oct. 31 9:15 a.m.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 6, 2014 10:07 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Revised Project Status Report
Attachments: CSWSOD Project Board Status Report #3.docx



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Nov. 6, 2014

Subject: PROJECT STATUS REPORT #3

1 PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

- Briefing note prepared with recommended procurement option
- Procurement Options Analysis with schedules prepared
- Revised soft cost estimate

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The schedule should include upcoming major milestones in the schedule.

The project schedule will be revised once we have determination of the procurement alternative.

Need to achieve building completion by December 2016 to meet the Donor Agreement.

For the six procurement options analyzed if approvals were received December 1, 2014 the earliest option has a completion of Oct. 2016 though is a high risk option. KPU's recommended option would be complete Dec. 2016 and Design Build would be complete July 2017. If approval

to proceed with one month of design services is provided KPU's recommended procurement option schedule would change from a Dec. 2016 completion to Nov. 2016 providing a small contingency.

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Contract negotiations	Nov. 7	Recommendation
Recommended procurement option	Nov. 7	Recommendation
Continue with Architects	Nov. 7	Approval

1.4 PROJECT SCOPE

The project scope was under review to bring the project within the pre-tender budget of \$23 million. Major focus for scope changes includes the building envelope, building structure and mechanical system approach. No further work is taking place until the Architects are re-engaged.

1.5 PROJECT BUDGET

Quantity Surveyor reviews and the lowest bidder both confirm that the project should be achievable within the \$23 million construction budget. Total project costs not to exceed \$36 million.

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Current work:

- Completed preparation of briefing with recommended procurement option

Next Steps include:

- Project Board review & recommendation of KPU's recommended procurement option
- Secretary of TB review
- KPU Board of Governors review
- Notifying bidders
- Notifying various stakeholders
- Negotiating and Engaging in re-design

1.7 KEY RISKS

The table below highlights major risks.

Table 3: Project Risks

Issue	Discussion	Ranking, Impact, Mitigation
Potential requirement for Treasury Board approval due to project changes	Determination needed as to what is required to go to the Secretary of Treasury Board	Critical impact to the project with potential of either time delays or approvals not being provided.
Project completion date delayed past December 2016	Donor's funding agreement could be in jeopardy with need to request extension	Critical impact to the project if funding extension not provided. Need procurement and construction strategy to ensure project completed by Dec. 2016.
Impact on availability of space for academic requirements due to delayed building construction.	Require review of impact and interim measures plan.	Moderate impact as program has existing space though less growth potential and the new activities planned for the current space will be impacted as to timing.

Risk Ranking Legend:

High	Requires immediate attention
Medium	Requires monitoring
Low	Risk mitigated satisfactorily

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

Recent communications activities include:

- Briefing materials.

2 RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for approval/discussions

Issue #1:

Need to terminate negotiations/discussions with lowest bidder and cancel tender.

Background:

After three months of work still not within pre-tender project budget.

Price certainty cannot be achieved until all drawings and specifications have been updated and the project is re-tendered to sub-trades.

Discussion:

Increased risk of lowest bidder expecting compensation the longer discussions continue.

Time taken by lowest bidder to respond to queries is limiting the project's progress.

Even if the negotiations were completed we would not have a competitive bid.

For Approval

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board recommend that the lowest bidder be notified of cessation of negotiations and that all bidders be notified of the cancelling of the tender."

Issue #2:

Need to begin the re-design to advance the project schedule.

Background:

There is a need to revise the drawings and specifications to reflect the changes to the building systems required to bring the project within the pre-tender estimated construction budget of \$23 million.

Discussion:

To advance the project schedule continued design services are required. It is recommended to utilize the original design team due to their extensive project knowledge as well as eliminating any expense of cancelling the current Architectural agreement and time required to re-tender for services. MHPM's services will be utilized to negotiate the lowest possible fee for this work.

As there is a requirement for other approvals (KPU Board of Governors and potential Secretary to Treasury Board) the proposed services are limited to a one month period to reduce financial commitment. These services do not include preparation of construction documents for tender.

For Approval:

“Be it resolved that the Chip and Shannon Wilson School of Design Project Board approve that Kwantlen Polytechnic University (KPU) proceed with engaging KPMB/Public Architecture for an estimated four week period to confirm basic design assumptions, select a structural system, select a mechanical system, modify the building envelope and engage all sub-consultants required to support these activities. Maximum expenditure not to exceed \$120,000 including disbursements.”

Issue #3:

To advance the project a procurement approach needs to be selected.

Background:

A procurement options analysis has been completed in collaboration with MHPM Project Management Services. The ranked analysis identified the preferred alternative is to proceed with Re-design, Bid, Build with pre-construction design services.

Discussion:

KPU have successfully completed a high risk project in past utilizing this approach. The pre-construction design services from skilled construction management firms will ensure market place knowledge and constructability are included in the re-design.

For Approval:

“Be it resolved that the Chip and Shannon Wilson School of Design Project Board recommend to proceed with the procurement approach of Re-design, Bid, Build with pre-construction design services as outlined in Option #4 of the Procurement Options Analysis”.

2. Other

3 APPENDICES

- Project Briefing Note
- Procurement Options Analysis & Schedule
- Revised Soft Cost Budget
- Fairness Monitor Opinion Regarding Re-tendering

Mino, Lise MTIC:EX

From: Kristan Ash <kristan_Ash@wecare.ca>
Sent: Friday, October 24, 2014 9:51 AM
To: Nickerson, Catherine M AVED:EX
Subject: Signed Documents from Kristan Ash - KPU Project
Attachments: VanCopier@wecare.ca_20141020_154952.pdf

Sincerely,

Kristan Ash, BBA, MBA(c.) Lean Blackbelt Director, Home Health BC

We Care Health Services LP
301-10233 153 Street
Surrey, BC V3R 0L7
BC Regional Office
Toll-Free 1-844-495-2280
Tel: 604-495-2280
Cell: 604-374-0112
www.wecare.ca

Before printing, think about the Environment

This message and any attachments are directed in confidence to those named, and must not be reviewed, retained or disclosed without the consent of the sender or the named recipient(s). If you have received it in error, please delete it and notify us immediately.

Le présent courriel y compris toute pièce jointe sont destinés exclusivement aux personnes mentionnées. Il est interdit de revoir ou de conserver ce courriel ou d'en divulguer le contenu sans le consentement de l'expéditeur ou des destinataires visés. Si vous avez reçu le présent courriel par erreur, veuillez le supprimer et nous en aviser immédiatement. Merci!

-----Original Message-----

From: VanCopier@wecare.ca [<mailto:VanCopier@wecare.ca>] On Behalf Of VanCopier@
Sent: October-20-14 1:50 PM
To: Kristan Ash
Subject: Scanned image from MX-M453N

Reply to: VanCopier@wecare.ca <VanCopier@wecare.ca> Device Name: Not Set Device Model: MX-M453N
Location: Not Set

File Format: PDF MMR(G4)
Resolution: 200dpi x 200dpi

Attached file is scanned image in PDF format.

Use Acrobat(R)Reader(R) or Adobe(R)Reader(R) of Adobe Systems Incorporated to view the document.
Adobe(R)Reader(R) can be downloaded from the following URL:
Adobe, the Adobe logo, Acrobat, the Adobe PDF logo, and Reader are registered trademarks or trademarks of
Adobe Systems Incorporated in the United States and other countries.

<http://www.adobe.com/>

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

Interpretation

In this Agreement:

(a) **"Confidential Information"** means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the **"Disclosing Party"**) to, or otherwise obtained by, the Recipient (the **"Receiving Party"**), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
- (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
- (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
- (4) was developed independently by the Receiving Party without the use of any Confidential Information; or

(5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.

(b) "**Permitted Purposes**" means evaluating the information received in connection with the Chip and Shannon Wilson School of Design Project and any other use permitted by this Agreement.

(c) "**Recipient**" means the individual receiving the Confidential Information.

Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Project Board Chair and Vice-Chair, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

Destruction on Demand

On written request, the Recipient will promptly deliver to the Project Board Chair or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Project Board Chair in writing.

Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the University and the Ministry may be jointly or severally irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the University and the Ministry will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the University or the Ministry may be entitled at law or in equity.

Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the University and the Ministry will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.


Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: Kristan Ash
Organization: KPU Board of Governors
Signature: 
Date: 2011/01/14

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Relationship Disclosure Declaration and Undertaking
(Individual)**

Name (print)

I, Kristan Ah, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies: General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of:
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

including the following relationships,

- i. "family" or "personal relationships":
"family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

"personal relationship" includes but is not limited to friends, neighbours and acquaintances (e.g., a family member or relative who is employed by, or has a business relationship with, or who is married to a director, officer or employee of any Schedule "A" Companies; or

ii. "business or professional relationships": "business or professional relationships" include, but are not limited to, relationships arising from negotiations or arrangements concerning future employment, or contracts with a member of any Schedule "A" Companies, a former long-term employment or contractual relationship with any Schedule "A" Companies, an ownership interest in any Schedule "A" Companies, ongoing or successive contractual relationships, contractual or legal disputes with a member of any Schedule "A" Companies.

- (b) as at the date of this Declaration, to the best of my knowledge, information and belief, there are no business or professional relationships, personal interests, personal relationships or family relationships between the parties described in paragraphs 1(a), 1(b) or 1(c) and the parties described in paragraphs 1(d), 1(e) and 1(f), other than as set out below (and in any attached additional pages and documents – additional pages and documents are attached only if necessary).


PLEASE LIST ONLY COMPANIES/COMPANY MEMBERS OF SCHEDULE "A",
COMPANIES FOR WHICH A RELATIONSHIP EXISTS:

Name of Schedule "A" Company/Person	Description of Relationship

- (c) I irrevocably and unconditionally agree that a faxed or scanned or PDF file type (Adobe Acrobat Portable Document Format) form of this Declaration bearing my signature shall for all purposes be treated as the original of my Declaration and shall be binding upon me in the same way as the originally signed version of this Declaration.
- (d) If, after the date of this Declaration, I become aware of, or receive notice of, any relationship referred to in paragraph (2) then I will make forthwith a full, true and plain disclosure in writing to the Chip and Shannon Wilson School of Design Project Board Chair.

Dated this 20 day of October, 2014

Kristen Ash
Name (please print)


Signature

604 495 2280 ext 1160
Office Phone Number

s.22

Cell Phone Number

Fax Number

Kristen-ash@wecare.ca
Email Address

s.22

Mailing Address

Mailing Address continued:

Notes:

- (a) please ensure that you describe the relationship concisely, but completely, e.g., if it is a contractual relationship, describe who is the employer.
- (b) please note that you must be available to answer questions about your relationship disclosure.

**Schedule "A" Companies:
General Contractors and Sub-contractors**

Bidders:
Bird Construction Group
EllisDon Corporation
Ledcor Construction

List of Subcontractors:

Item/Supply	Bird Construction Group	EllisDon Corporation	Ledcor Construction
Sub Trade List Description:			
Demolition	Own estimate	SR Demolition	SR Demol
Excavation	Own estimate	Con West	Conwest
Site Services	Own estimate	Con West	Conwest
Formwork	Dorosh/Koe	KOA	RA
Concrete Reinforcing	Heritage	Heritage Steel	GBM - Unit Rates are Adders only
Concrete Supply	Burnco	Burnco	Ocean
Concrete Finishing	Danemar/Liquid Stone	Castaleb	RA
Precast Concrete	APS	APS	APS
Structural Steel	WestCoast	RNI	GTS - Unit Rates are Adders only
Steel Decking	Rite-Way	Rite-Way Metals	GTS - Unit Rates are Adders only
Misc. Metals	Westcoast	Epic Metals	GTS - Unit Rates are Adders only
Rough Carpentry	Own estimate	Own forces	Ledcor
LVL Panels	AHC/Derox Nicola Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Glue Laminated Structural Units	AHC/Derox Nicola Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Structural Composite Lumber	AHC/Derox Nicola Logwork	Structure Craft	Structure Craft - Unit Rates are Adders only
Architectural Woodwork	JSV	JSV	JSV
Waterproofing	Troy	JR Troy	Ledcor
Traffic Coatings	Libsa	Danemar	Floortec
Insulation	Included	Own forces	Greer
Prefabricated Metal Cladding	Flynn	Flynn	Flynn
Wood Soffit	JSV	JSV	JSV
Aluminum Panel Cladding Systems	Flynn	Flynn	Flynn
Roofing	Raven	Villa Roofing	Flynn
Intumescent Fireproofing	Greer	Greer	Wolfgang
Flashing	Own estimate	Lloyd and Gale	Ledcor
Hollow Metal Doors and Frames	Shanahans	McGregor Group	Shanahans
Wood Doors	Shanahans	McGregor Group	JSV
Aluminum Storefront Systems	Flynn	Flynn	Flynn
Curtain Wall	Flynn	Flynn	Flynn
Skylights	Flynn	Flynn	Flynn
Door Hardware	Shanahans	McGregor Group	Shanahans
Glazing	Flynn	Flynn	Se Glass - Unit Rates are Adders only
Steel Stud	Centura	Centura	Centura
Drywall	Centura	Centura	Centura
Tiling	Bridgewater	Alpha Stone	System One
Ceilings	Centura	Centura	Centura / JSV
Wood Flooring	JSV	JSV	JSV
Painting	Fine Touch	Zeko	Wolfgang

List of Subcontractors: (continued):

Item/Order	Ellis Construction Group	Ellis Don Corporation	Leckor Construction
Specialties	Shanahans VSI	Shanahans/Richelleu/McGregor	Thraplacs Unlimited Shanahans McGregor & Thompson
Shading Systems	Westport	Westport	Westport Manufacturing (Alternate per Tender Clarification)
Elevators	Rone	Rone	Rone - Unit Price is in hours. Business hrs 8am-5pm. Sunday and Stat Hol double time
Sprinklers	Pacific Rim	Ridgeway	Ridgeway
Plumbing	Ridgeway	Ridgeway	Ridgeway
HVAC	Ridgeway	Ridgeway	Ridgeway
Controls	Cash allowance	Western Pacific	Cash Allowance
Electrical	WPE	Western Pacific	Western Pacific Enterprises - unit prices are Adders only
Communications	ash Utility	Western Pacific	Western Pacific Enterprises - unit prices are Adders only
Audio Visual	WPE	Western Pacific	Western Pacific Enterprises - unit prices are Adders only
Security Systems	WPE	Western Pacific	Western Pacific Enterprises - unit prices are Adders only
Landscaping	Blue Pine	LCC Group	Blue Pine

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 21, 2014 1:23 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Suggest adding to appendices

I noticed I did not include the Communication plan in the Appendices in the Status Report. I suggest it should be added.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, October 31, 2014 11:54 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan; Gordon Lee
Subject: Updated Procurement Options Analysis and Schedule supporting these options
Attachments: 890319-0189(4.0).pdf; 890319-0184(11.0).docx

Catherine, attached is an updated version of the options analysis which we have renamed to "Procurement Options Analysis". Also provide is the Project Schedule relative to each of these options. The start date for all projects has been modified from the previous version though presumes starting Wednesday Nov. 5th.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 444 to/à Page 450

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 20, 2014 9:47 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Updated schedule for the options
Attachments: 890319-0189(5.0).pdf

Importance: High

Here is the updated schedule for options.

Karen

Page 452

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, October 29, 2014 1:02 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX
Subject: URGENT - communications
Attachments: 20141029102109081.pdf

Catherine, the KPU Program Guide goes to print later this week and a request came in as to how to address the information in the guide regarding the new building. Attached is the original wording and below is the suggested language. Let me know if any concerns.

KPU Richmond is undergoing new and exciting changes. Work is underway on the new Chip and Shannon Wilson School of Design building. The facility will be a certified LEED Gold building and will increase on-campus academic space by over 120 percent. The modern space will include:

- *Instructional, research, fabrication, and common space
- *Unique usability lab for designing and creating prototypes
- *Exhibition space for students

Thanks.

Karen

Page 454

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, November 19, 2014 12:25 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: Would you be available for call today at 1:00
Attachments: Speaking notes BOG Nov. 19.docx

Kevin, Gordon^{s.22} as you know and Harry Gray contacted me a short time ago to find out what he should be saying at our Board of Governor's meeting later today. I've drafted some quick points which we may or may not prefer to have shared (attached). If you are available at 1:00 we can send conference call information. If not 1:00 is there another time this afternoon before 3:00 which is when the meeting will be starting.

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Nov. 19, 2014

Project Board has recommended:

Cancel negotiations with lowest bidder (legal Counsel has drafted letters). Determined we cannot get cost certainty, no way assuring best value can be achieved.

Narrowed to three procurement options

1. Re-design with existing design team along with Construction Management expertise for pre-design services and a new Quantity Surveyor
2. Re-design with new design team along with Construction Management expertise for pre-design services and a new Quantity Surveyor
3. Design build – hire general contractor to design and construct with KPU's existing design team as advisor to KPU for owner required specifications.

All needs to go to Secretary Treasury Board (Deputy Minister Finance) who will determine if need to go back to Treasury Board or not. As material change in scope (schedule or project size) then must go back to at least Secretary to TB.

If decision week of Dec. 1st still potential of completing project with option #1 by Dec. 2016. All going well Dec. 1st Project Board will confirm procurement option, cancellation and communication plan finalized for implementation.

Draft communication plan prepared.

Project Board meeting Monday Nov. 24th. Will be reviewing all that is going to Secretary T.B. ensure convincing case.

Project Board meeting Monday Dec. 1st to review feedback from Secretary TB and confirm procurement option, cancellation of negotiations and communication plan.

Seems like stalling tactics by Province though is not at all, just their need for their approval processes and aversion to risk.

All messages from Province are that they want this project successfully completed.

Mino, Lise MTIC:EX

From: Houle, Michael PSBC:EX
Sent: Monday, November 10, 2014 10:46 AM
To: Nickerson, Catherine M AVED:EX; 'Gordon.Lee@kpu.ca'; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Karen Hearn
Cc: McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: Re: next KPU Project Board meeting

Catherine,

I've limited availability that week but can make the morning of the 26th provided we are wrapped up by 11.

Regards,

Mike Houle
VP

s.17

From: Nickerson, Catherine M AVED:EX
Sent: Monday, November 10, 2014 10:36 AM
To: 'Gordon.Lee@kpu.ca'; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Karen Hearn; Michael Houle
Cc: McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Fountain, Kathy B AVED:EX; Brewster, Kevin AVED:EX; Aitken, Cathy M AVED:EX
Subject: next KPU Project Board meeting

Good morning Project Board members,

As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.

Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.

Thank you,

Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP

Director, Capital Asset Management

Post-Secondary Finance Branch

Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: s.17

Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Friday, November 2, 2012 11:42 AM
To: Singh, Nancy K FIN:EX
Cc: Nickerson, Catherine M AVED:EX; Train, Brian R AVED:EX; Kostov, Krassimir; Fowler, Colin N AEIT:EX; Black, Marc GCPE:EX
Subject: Kwantlen Polytechnic University Signage - NAMING
Attachments: KPU SOD Naming Opportunity Request - Nov 1-2012 docx.pdf.pdf

Nancy, following up to yesterday's meeting regarding the Naming Policy and process. I have contacted Pamela Ness (Manager, Intellectual Property Program) and she has confirmed that KPU has submitted their application to IPP (copy attached) and this will be going forward to the Naming Committee today.

<>

Next step is a Cabinet Report (not Cabinet Submission) is drafted and once finalized will go forward to Cabinet for decision at their December 5 meeting. I have asked Pamela to provide the Draft Cabinet Report as soon as it is available along with the final KPU application for our review.

Please see Pamela's e-mail below regarding KPU recognition/signage.

*Cathy Aitken
Manager, Post Secondary Capital
Ministry of Advanced Education, Innovation and Technology
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

From: Ness, Pamela CITZ:EX
Sent: Friday, November 2, 2012 10:09 AM
To: Aitken, Cathy M AEIT:EX
Cc: Lester, Victoria A CITZ:EX
Subject: Kwantlen Polytechnic University Signage

Hi Cathy,

Thank you for your telephone call this morning. As discussed, the Naming Privileges Policy governs the naming of public assets in recognition of a financial contribution. The Naming Privileges Policy provides approval of a naming opportunity but does not approve the signage per se. For example, the naming of The Chip and Shannon School of Design requires approval and the specific wording that is directly related to the donor is the subject of the review by the Naming Committee and Cabinet but the Kwantlen Polytechnic University is not precluded from including their name/logo on the sign(s) that will be affixed to the exterior of the school (the size of the font is for illustrative purposes only):

The Chip and Shannon Wilson School of Design

Kwantlen Polytechnic University (*KPU logo*)

Please let me know if you have any questions or if you need any further information.

Pam

Pamela K. Ness, LL.B.

Intellectual Property Manager

Intellectual Property Program

Office of the Chief Information Officer

Ministry of Citizens' Services and Open Government

3 - 844 Courtney Street

PO Box 9493 STN PROV GOVT

Victoria, BC V8W 9N7

Tel: 250 356-0779 Fax: 250 356-1182

Email: Pamela.Ness@gov.bc.ca

Web: www.ipp.gov.bc.ca

This email message, including any attachments, is confidential and is intended only for the use of the person or persons to whom it is addressed. If this communication is received in error, please immediately delete the message, including attachments, and notify the sender by email or telephone. This email does not contain and should not be construed as legal advice.



NAMING OPPORTUNITY REQUEST FORM

This form is used by government bodies to submit proposals to Cabinet (either directly or indirectly through the Naming Committee) pursuant to the Naming Privileges Policy

PART 1 - NAMING REQUEST

1. Proposed Name of Asset (plus former name of asset, if any):

The name of the asset will be, "The Chip and Shannon Wilson School of Design."

As Kwantlen Polytechnic University has not formerly had a School of Design building, there is no former name of this asset.

2. Term of the Naming Opportunity (how long will the naming opportunity apply to the asset):

The naming right provided to the Donor will continue until the earlier of the end of the useful life of the building that houses the School of Design or upon such date as the University ceases to offer design programs.

3. Description of the public asset to be named (including location, and whether the proposal applies to an entire asset such as a building or to a portion of the asset):

The named asset will be a purpose-built 4,900 metre (52,750 square foot) building which will house all Kwantlen Design programs:

- Fashion Design and Technology
- Fashion Marketing
- Interior Design
- Graphic Design for Marketing
- Product Design (Soft Goods)
- Post-Baccalaureate Diploma in Technical Apparel Design
- Foundations in Design (FIND)

The new building will be located on Kwantlen's Richmond campus (8771 Lansdowne Rd, Richmond BC) west of the existing building. The project is scheduled to begin in January 2013, with completion in July 2015.

The name will apply to the entire asset, and the name will also be applied to the academic unit itself and used in all promotional efforts related to the School.

4.

a) Dollar value of the donation to be associated with the naming opportunity:

The total donation to be received by Kwantlen Polytechnic University is \$12 million, of which Chip and Shannon Wilson will give \$8 million and \$4 million will be given by lululemon athletica.

b) Has the donation been received?

No. Legal agreements have been signed between the University, Chip Wilson and lululemon athletica which outline specific milestones that must be achieved in order to trigger pledge payments. Copies of the legal agreements are attached to this document in Appendix A.

c) Date and amount paid for each received payment:

N/A

d) Anticipated date and amount to be paid for each future payment:

Pledge agreements between Kwantlen, Chip and Shannon Wilson and lululemon athletica document several conditions for payment:

- Contributions from Chip and Shannon Wilson and lululemon athletica are contingent on the Province's funding of \$12 million.
- Contributions from Chip and Shannon Wilson and lululemon athletica are contingent on the Board of Governors of Kwantlen Polytechnic University allocating funding in the amount of \$12 million. This condition has already been removed. A copy of the Board Motion is included in Appendix B.
- Pledge payments from Chip and Shannon Wilson will be triggered by the achievement of specific approval and construction related milestones, upon the later of the specified date and the date upon which the relevant milestone is achieved, according to the following schedule:

Table 1: Wilson Pledge Milestones

Milestones	Date	Amount
Written confirmation from the University of \$24 million in fully approved funding for the Facility (\$12 million from the University and \$12 million from the Province of British Columbia)	s.12	\$1,000,000
Written confirmation from the University that the tender for site preparation for the Facility has been issued		\$2,000,000
Written confirmation from the University that the tender for construction of the Facility has been issued		\$3,000,000
Written confirmation from the University that construction of the Facility is expected to be completed by December 31, 2015		\$2,000,000

- Chip and Shannon Wilson's pledge agreement also includes a clause that, in the event that construction of the Facility is not completed by^{s.12} they shall be relieved of all obligations to make any payments after that date.
- Contributions from lululemon athletica are tied to academic milestones related to the launch of the Post-Baccalaureate in Technical Apparel and the Technical Apparel 'stream'² within the existing Bachelor of Design, Fashion and Technology Degree. Pledge payments are triggered according to the following schedule:

¹ Mr. Wilson's first pledge payment of \$1 million will be due upon Kwantlen receiving final approval from Treasury Board.

² A stream refers to a concentration of courses throughout the degree focused on technical apparel content.

Table 2: lululemon athletica Pledge Milestones

Milestones	Amount
The later of the date upon which the Post-Baccalaureate Diploma in Technical Apparel is open for applications and April 1, 2013	\$2,000,000
The later of the date upon which the Technical Apparel Stream in Fashion Design and Technology Degree is approved by the University (and a copy of that approval is provided to lululemon) and April 1, 2014	\$2,000,000

The first of these milestones, the opening of applications for the Post-Baccalaureate Diploma in Technical Apparel, will be achieved in March of 2013, as all internal and external approval processes have already been completed and the program is in the implementation stage. Progress toward achieving the second milestone, the approval of the Technical Apparel 'stream', is well underway, with course curriculum changes approved by the Faculty of Design Curriculum Committee on October 18, 2012 and Senate approval anticipated by December 2012.

The commitment of lululemon athletica is also subject to Chip and Shannon Wilson paying the first instalment of their pledge (\$1 million, which will be triggered by the approval of \$12 million by the Province).

- e) If the donation was not received in cash (in-kind contribution, shares, etc.) please provide a description of the donation and how it was valued.

All payments will be in cash or cash equivalent (negotiable publicly traded securities). Both pledge agreements are structured as legally binding debts and are enforceable by Kwantlen.

PART 2 - BENEFACTOR INFORMATION

- 1. Benefactor profile: (Name, philanthropic and business history, community activities, public offices held, etc.):**

Chip and Shannon Wilson are some of BC's most successful entrepreneurs and committed philanthropists.

Dennis K (Chip) Wilson was born in Orange County, California, and raised in Calgary, Alberta. He holds a Bachelor of Arts in Economics from University of Calgary (1980), and had an entrepreneurial spirit from an early age, starting his first company, Westbeach Surf and Ski, in 1979 (sold in 1997).

Born in 1973 and originally from Sault Ste. Marie, Ontario, Shannon Wilson holds a Bachelor of Fine Arts from UVIC as well as a Teaching Certificate and a Fashion Design Diploma from the Blanche

Macdonald Centre. She is an accomplished athlete, having been a competitive swimmer, a triathlete and a member of the Canadian water polo team. She too exhibited entrepreneurial drive from early in her career, starting a co-operative art gallery after graduation and launching "Circle Designs", a dance apparel company, in 1998.

Chip founded lululemon athletica in 1998, and in 1999, hired Shannon Gray as the Head of Design, a role she held until 2004. Shannon also assumed the role of CEO of lululemon in 2000.

Shannon's creative talent and design expertise was instrumental in lululemon's early success, bringing to market many of the yoga-inspired garments that remain central to lululemon's product lines today. She is passionate about mentoring designers and challenging them to push the boundaries of traditional design to find innovative and technical solutions for performance apparel.

Together, Chip and Shannon built a company that has grown from one store located in the Kitsilano area of Vancouver in 2000, to more than 189 stores in North America, Australia, and New Zealand today. In fiscal year 2011, the company exceeded \$1 billion in revenue. The Wilsons have established a leading global brand that is synonymous with BC design and innovation and inspires people to live healthy, engaged and active lives.

In early 2012, Chip Wilson stepped down from his executive role with lululemon, but continues to serve as Chairman of the Board of Directors.

Chip and Shannon were married in 2002, and have five boys. They are passionate about physical activity, creativity and meditation as it relates to well-being. Shannon is also a talented painter.

Chip and Shannon are well known for their community involvement and philanthropy, having made major donations to many BC charities including BC Children's Hospital, PALS Autism School, Union Gospel Mission, Coast Mental Health Foundation, Face the World Foundation, Streethome Foundation and InspireHealth. The couple recently donated \$1.5 million to the Vancouver Park Board to purchase "A-maze-ing Laughter", a popular public art installation located in English Bay.

In 2007, Chip and Shannon made a gift of \$10 million to establish and endow a charity called "imagine1day" with the goal to provide access to top quality education for every child in Ethiopia by 2030. Their trademarked concept of "Creatribution" empowers supporters to leverage their own skills, passions and leadership to raise money for the charity, which raises approximately \$800,000 annually.

Chip has been the recipient of several prestigious awards, including Ernst & Young's Canadian Entrepreneur of the Year for Innovation and Marketing (2004), Alberta School of Business Henry Singer Awards Recipient (2009), Top 40 Alumni from the University of Calgary (2006), Uvic's Gustavson School of Business Distinguished Entrepreneur of the Year (2012).

- 2. If the asset is to be named in honour of individual(s) other than the benefactor listed above, please provide any relevant information pertaining to that person:**

N/A

- 3. If the financial contribution is provided by a commercial benefactor, please provide details of the process used to select the benefactor:**

Part of the financial contribution (\$4 million) is being donated by lululemon athletica. This benefactor was selected through self-identification.

Kwantlen's Fashion and Technology Program and Chip Wilson have a long-standing relationship. For many years, Mr. Wilson offered internships to Kwantlen students and has hired many Kwantlen graduates into key roles in his businesses. lululemon has also made prior charitable gifts to Kwantlen in support of student awards and bursaries in the Faculty of Design and sponsored Kwantlen's Annual Grad Fashion Show.

s.22

PART 3 - OTHER

- 1. Any additional information that the Naming Committee should be aware of:**

s.22

It is our understanding Treasury Board will consider this project on ^{s.12} Should the university be in the fortunate position to receive an approval for \$12 million, it is Kwantlen's intention to make a gift announcement on December 6 or 7 with the Province while Mr. Wilson is in town.

- 2. Entity submitting the request, such as Health Authorities, Foundations, Institutions etc. (please include contact name and title, address, telephone and email address):**

Kwantlen Polytechnic University
12666-72nd Avenue
Surrey, BC V3W 2M8

Contact Name: Gina Cuthbert, Director of Development

Phone: 604-599-2438 Cell: 604-367-9172 E-mail: gina.cuthbert@kwantlen.ca

Please attach the formal letter of commitment or contractual arrangement with the benefactor.

SIGNATURE OF REQUESTOR



Alan Davis, PhD.
President and Vice-Chancellor
Kwantlen Polytechnic University

November 1, 2012

Date

Please sign form and return to:
Intellectual Property Program
Ministry of Citizens' Services and Open Government
Attn: Pamela Ness
3 – 844 Courtney Street
PO BOX 9493 STN PROV GOVT
Victoria, British Columbia V8W 9N7
Tel: 250 356-0779
Fax: 250 356-1182

Page 011 to/à Page 015

Withheld pursuant to/removed as

s.14

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, November 24, 2014 7:40 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

Sensitivity: Confidential

Great approach. I will try to get this done immediately.

Karen

-----Original Message-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: Monday, November 24, 2014 6:39 AM
To: Karen Hearn
Cc: Nickerson, Catherine M AVED:EX
Subject: Re: KPU School of Design Project Board meeting # 4 - Nov 24, 2014
Sensitivity: Confidential

s.13

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Karen Hearn
Sent: Monday, November 24, 2014 6:33 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: Fwd: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

s.13

Kevin, suggestions as to how

s.13

Thanks.

Karen

Begin forwarded message:

From: Michael Houle <Michael.Houle@partnershipsbc.ca<<mailto:Michael.Houle@partnershipsbc.ca>>>
Date: November 22, 2014 at 8:18:08 AM PST
To: "Karen.Hearn@kpu.ca<<mailto:Karen.Hearn@kpu.ca>>>", "Dale, Raman FIN:EX"
<Raman.Dale@gov.bc.ca<<mailto:Raman.Dale@gov.bc.ca>>>, "Brewster, Kevin AVED:EX"
<Kevin.Brewster@gov.bc.ca<<mailto:Kevin.Brewster@gov.bc.ca>>>
Cc: Craig Regan <Craig.Regan@kpu.ca<<mailto:Craig.Regan@kpu.ca>>>

Subject: RE: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

Karen, Craig,

s.13,s.17

Comments on your
of comments throughout for your consideration.

attached. While I agree with the overall result, I've a number

Regards,

M.R. (Mike) Houle, MBA, MA
Vice President, Client and Market Engagement partnerships British Columbia
Cell: s.17
michael.houle@partnershipsbcc.ca<<mailto:michael.houle@partnershipsbcc.ca>>

From: Nickerson, Catherine M AVED:EX
[Catherine.Nickerson@gov.bc.ca<<mailto:Catherine.Nickerson@gov.bc.ca>>]
Sent: Friday, November 21, 2014 4:27 PM
To: Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca<<mailto:Karen.Hearn@kpu.ca>>; Michael Houle;
'kristan_Ash@wecare.ca<mailto:kristan_Ash@wecare.ca>';
'bwendel@alliedblower.com<<mailto:bwendel@alliedblower.com>>'; Dale, Raman FIN:EX; Brewster, Kevin
AVED:EX; Aitken, Cathy M AVED:EX; Harry Gray
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX;
Gordon.Lee@kpu.ca<<mailto:Gordon.Lee@kpu.ca>>; McMahan, Alana AVED:EX; Craig Regan
Subject: KPU School of Design Project Board meeting # 4 - Nov 24, 2014

Good afternoon,

Attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #4 to be held on Monday, Nov 24, 2014.

Agenda

Draft Minutes of Project Board Meeting #2 Draft Minutes of Project Board Meeting #3 Project Status Report #4
s.13,s.17

s.13,s.17 Appendix 6: Communications Framework

Should you have any questions, please contact me at (250) 356-7896 or by email at
Catherine.Nickerson@gov.bc.ca<<mailto:Catherine.Nickerson@gov.bc.ca>>.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP Director, Capital Asset Management Post-Secondary
Finance Branch Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile: Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca <<mailto:Catherine.Nickerson@gov.bc.ca>>

Page 019 to/à Page 020

Withheld pursuant to/removed as

s.14

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, May 20, 2015 7:16 AM s.22
To: Houle, Michael PSBC:EX; Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; "Karen Hearn"; Aitken, Cathy M AVED:EX; Dale, Raman FIN:EX; "Harry Gray"; 'bwendel@alliedblower.com'
Cc: McMahan, Alana AVED:EX; Shang, Cindy AVED:EX
Subject: RE: KPU Project Board meeting # 7

Hi Mike,

The Project Board materials will be issued today.

Catherine

From: Michael Houle [<mailto:Michael.Houle@partnershipsbc.ca>]
Sent: Tuesday, May 19, 2015 1:38 PM
To: Brewster, Kevin AVED:EX; s.22 Plecas, Bobbi AVED:EX; "Karen Hearn"; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Dale, Raman FIN:EX; "Harry Gray"; 'bwendel@alliedblower.com'
Subject: RE: KPU Project Board meeting # 7

Kevin,

When can we expect materials for this meeting?

-----Original Appointment-----

From: Brewster, Kevin AVED:EX [<mailto:Kevin.Brewster@gov.bc.ca>]
Sent: April-20-15 4:07 PM s.22
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; "Karen Hearn"; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Michael Houle; Dale, Raman FIN:EX; "Harry Gray"; bwendel@alliedblower.com
Subject: KPU Project Board meeting # 7
When: May-22-15 1:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: Dial-in: s.15

s.15

Moderator: Kevin Brewster

s.15

Victoria participants to meet in

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Wednesday, September 10, 2014 4:34 PM
To: Alan Davis
Cc: Keri van Gerven
Subject: RE: KPU Project Board meeting (1)

Good afternoon,

Ideally, all participants should be attending in person, however, we are providing dial-in information for ADM Bobbi Plecas as she will be calling in from the UBCM meetings in Whistler.

Thank you,

Alana

From: Alan Davis [mailto:Alan.Davis@kpu.ca]
Sent: Wednesday, September 10, 2014 1:59 PM
To: McMahan, Alana AVED:EX
Cc: Keri van Gerven
Subject: Re: KPU Project Board meeting

This should work Alana, but where will this be, or is it a videocon?

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: McMahan, Alana AVED:EX
Sent: Wednesday, September 10, 2014 1:55 PM
To: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

Good afternoon,

It is now looking like the meeting will have to proceed from 3 – 5pm on Sept 24th which is the only window that will work for ADM Bobbi Plecas due to the UBCM meetings that week.

Please let me know if that time will work for everyone.

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Wednesday, September 3, 2014 5:39 PM
To: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee

Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

Thank you all for responding so promptly, but it looks like Sept 15 and 17 are out so we will look at times early the week of Sept. 22.

I will send another email before the end of this week with more options.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Michael Houle [<mailto:Michael.Houle@partnershipsbc.ca>]
Sent: Wednesday, September 3, 2014 3:28 PM
To: Karen Hearn; McMahan, Alana AVED:EX; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: Re: KPU Project Board meeting

Apologies all, I am away to the week following.

Regards,

Mike Houle
AVP

From: Karen Hearn
Sent: Wednesday, September 3, 2014 3:27 PM
To: McMahan, Alana AVED:EX; Alan Davis; Gordon Lee; Michael Houle
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

The afternoon of the 15th works for me.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Wednesday, September 03, 2014 2:29 PM
To: Karen Hearn; Alan Davis; Gordon Lee; Houle, Michael PSBC:EX
Cc: Keri van Gerven; Linda Gomes
Subject: KPU Project Board meeting

Good afternoon,

We are trying to coordinate a 2 hour Project Board meeting here in Victoria on the afternoon of Mon., Sept. 15. Please indicate which of the following time slots will work for you:

- 1:00 – 3:00pm
- 1:30 – 3:30pm
- 2:00 – 4:00pm
- 2:30 – 4:30pm
- 3:00 – 5:00pm

If Sept. 15 absolutely won't work, 9:00 – 11:00am on Wed., Sept. 17 is also an option.

Please let me know your preference.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 3, 2014 11:06 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: Project Board meeting

Hi Karen,

Further to our discussion regarding the first PB meeting, Alana McMahan will be in touch with you, Alan Davis and Gordon Lee to identify a time that works for a 2 hour meeting in Victoria on Sept. 15 or 16th. We will want have the PB meeting materials ready to send out the Board members by Sept 10. As Project Board Secretariat, it will be my responsibility to coordinate the material and issue it.

Krassimir will be sending you a Project Status Report template for your reference.

We look forward to working with you on this Project Board.

Regards, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch

Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: s.17
Email: Catherine.Nickerson@gov.bc.ca

Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, September 10, 2014 1:58 PM
To: McMahan, Alana AVED:EX
Cc: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee; Keri van Gerven; Linda Gomes; Gidget Maguire
Subject: Re: KPU Project Board meeting (2)

That will work for me

Karen

Sent from my iPhone

On 2014-09-10, at 1:55 PM, "McMahan, Alana AVED:EX" <Alana.McMahan@gov.bc.ca> wrote:

Good afternoon,

It is now looking like the meeting will have to proceed from 3 – 5pm on Sept 24th which is the only window that will work for ADM Bobbi Plecas due to the UBCM meetings that week.

Please let me know if that time will work for everyone.

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Wednesday, September 3, 2014 5:39 PM
To: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

Thank you all for responding so promptly, but it looks like Sept 15 and 17 are out so we will look at times early the week of Sept. 22.

I will send another email before the end of this week with more options.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education

1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Michael Houle [<mailto:Michael.Houle@partnershipsbcc.ca>]
Sent: Wednesday, September 3, 2014 3:28 PM
To: Karen Hearn; McMahon, Alana AVED:EX; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: Re: KPU Project Board meeting

Apologies all, I am away to the week following.

Regards,

Mike Houle
AVP

From: Karen Hearn
Sent: Wednesday, September 3, 2014 3:27 PM
To: McMahon, Alana AVED:EX; Alan Davis; Gordon Lee; Michael Houle
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

The afternoon of the 15th works for me.

Karen

	<p>Karen Hearn PDP, FMA, MA, LEED AP Executive Director, Facilities Services Kwantlen Polytechnic University t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca www.kpu.ca</p>
---	---

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Wednesday, September 03, 2014 2:29 PM
To: Karen Hearn; Alan Davis; Gordon Lee; Houle, Michael PSBC:EX
Cc: Keri van Gerven; Linda Gomes
Subject: KPU Project Board meeting

Good afternoon,

We are trying to coordinate a 2 hour Project Board meeting here in Victoria on the afternoon of Mon., Sept. 15. Please indicate which of the following time slots will work for you:

- 1:00 – 3:00pm
- 1:30 – 3:30pm
- 2:00 – 4:00pm
- 2:30 – 4:30pm
- 3:00 – 5:00pm

If Sept. 15 absolutely won't work, 9:00 – 11:00am on Wed., Sept. 17 is also an option.

Please let me know your preference.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Nickerson, Catherine M AVED:EX

Sent: Wednesday, September 3, 2014 11:06 AM

To: 'Karen Hearn'

Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX

Subject: Project Board meeting

Hi Karen,

Further to our discussion regarding the first PB meeting, Alana McMahan will be in touch with you, Alan Davis and Gordon Lee to identify a time that works for a 2 hour meeting in Victoria on Sept. 15 or 16th. We will want have the PB meeting materials ready to send out the Board members by Sept 10. As Project Board Secretariat, it will be my responsibility to coordinate the material and issue it.

Krassimir will be sending you a Project Status Report template for your reference.

We look forward to working with you on this Project Board.

Regards, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: s.17
Email: Catherine.Nickerson@gov.bc.ca

Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Linda Gomes <Linda.Gomes@kpu.ca>
Sent: Friday, September 12, 2014 8:28 AM
To: McMahon, Alana AVED:EX
Subject: RE: KPU Project Board meeting

Gordon Lee can attend.

Linda



Linda Gomes

Executive Assistant to the VP Finance and Administration & Deputy Vice Chancellor
Kwantlen Polytechnic University
t 604.599.2298 f 604.599.3456 e linda.gomes@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [mailto:Alana.McMahon@gov.bc.ca]
Sent: Wednesday, September 10, 2014 1:55 PM
To: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

Good afternoon,

It is now looking like the meeting will have to proceed from 3 – 5pm on Sept 24th which is the only window that will work for ADM Bobbi Plecas due to the UBCM meetings that week.

Please let me know if that time will work for everyone.

Thank you,

Alana

From: McMahon, Alana AVED:EX
Sent: Wednesday, September 3, 2014 5:39 PM
To: Houle, Michael PSBC:EX; Karen Hearn; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

Thank you all for responding so promptly, but it looks like Sept 15 and 17 are out so we will look at times early the week of Sept. 22.

I will send another email before the end of this week with more options.

Thank you,

Alana McMahon

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Michael Houle [<mailto:Michael.Houle@partnershipsbc.ca>]
Sent: Wednesday, September 3, 2014 3:28 PM
To: Karen Hearn; McMahon, Alana AVED:EX; Alan Davis; Gordon Lee
Cc: Keri van Gerven; Linda Gomes
Subject: Re: KPU Project Board meeting

Apologies all, I am away to the week following.

Regards,

Mike Houle
AVP

From: Karen Hearn
Sent: Wednesday, September 3, 2014 3:27 PM
To: McMahon, Alana AVED:EX; Alan Davis; Gordon Lee; Michael Houle
Cc: Keri van Gerven; Linda Gomes
Subject: RE: KPU Project Board meeting

The afternoon of the 15th works for me.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Wednesday, September 03, 2014 2:29 PM
To: Karen Hearn; Alan Davis; Gordon Lee; Houle, Michael PSBC:EX
Cc: Keri van Gerven; Linda Gomes
Subject: KPU Project Board meeting

Good afternoon,

We are trying to coordinate a 2 hour Project Board meeting here in Victoria on the afternoon of Mon., Sept. 15. Please indicate which of the following time slots will work for you:

- 1:00 – 3:00pm
- 1:30 – 3:30pm
- 2:00 – 4:00pm
- 2:30 – 4:30pm
- 3:00 – 5:00pm

If Sept. 15 absolutely won't work, 9:00 – 11:00am on Wed., Sept. 17 is also an option.

Please let me know your preference.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: Nickerson, Catherine M AVED:EX
Sent: Wednesday, September 3, 2014 11:06 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir AVED:EX; Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: Project Board meeting

Hi Karen,

Further to our discussion regarding the first PB meeting, Alana McMahan will be in touch with you, Alan Davis and Gordon Lee to identify a time that works for a 2 hour meeting in Victoria on Sept. 15 or 16th. We will want have the PB meeting materials ready to send out the Board members by Sept 10. As Project Board Secretariat, it will be my responsibility to coordinate the material and issue it.

Krassimir will be sending you a Project Status Report template for your reference.

We look forward to working with you on this Project Board.

Regards, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile: Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

From: Nickerson, Catherine M AVED:EX
To: Houle, Michael PSBC:EX; Brewster, Kevin AVED:EX; s.22 Plecas, Bobbi AVED:EX; "Karen Hearn"; Aitken, Cathy M AVED:EX; Dale, Raman FIN:EX; "Harry Gray"; "bwendel@alliedblower.com"
Cc: McMahan, Alana AVED:EX; Shang, Cindy AVED:EX
Subject: RE: KPU Project Board meeting # 7
Date: Wednesday, May 20, 2015 7:15:55 AM

Hi Mike,

The Project Board materials will be issued today.

Catherine

From: Michael Houle [mailto:Michael.Houle@partnershipsbcc.ca]
Sent: Tuesday, May 19, 2015 1:38 PM
To: Brewster, Kevin AVED:EX; s.22 Plecas, Bobbi AVED:EX; "Karen Hearn"; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Dale, Raman FIN:EX; "Harry Gray"; "bwendel@alliedblower.com"
Subject: RE: KPU Project Board meeting # 7

Kevin,

When can we expect materials for this meeting?

-----Original Appointment-----

From: Brewster, Kevin AVED:EX [mailto:Kevin.Brewster@gov.bc.ca]
Sent: April-20-15 4:07 PM
To: Brewster, Kevin AVED:EX; s.22 Plecas, Bobbi AVED:EX; "Karen Hearn"; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Michael Houle; Dale, Raman FIN:EX; "Harry Gray"; "bwendel@alliedblower.com"
Subject: KPU Project Board meeting # 7
When: May-22-15 1:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: Dial-in: s.15

s.15

Moderator: Kevin Brewster

s.15

Victoria participants to meet in

Page 033 to/à Page 078

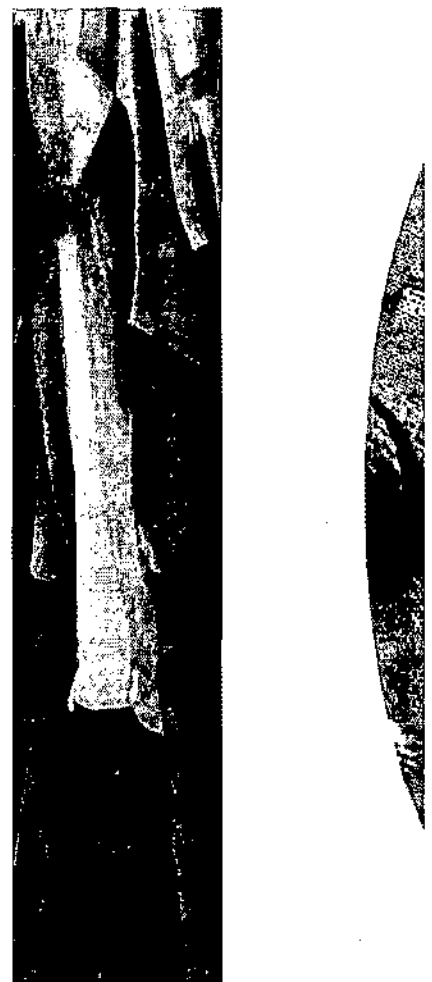
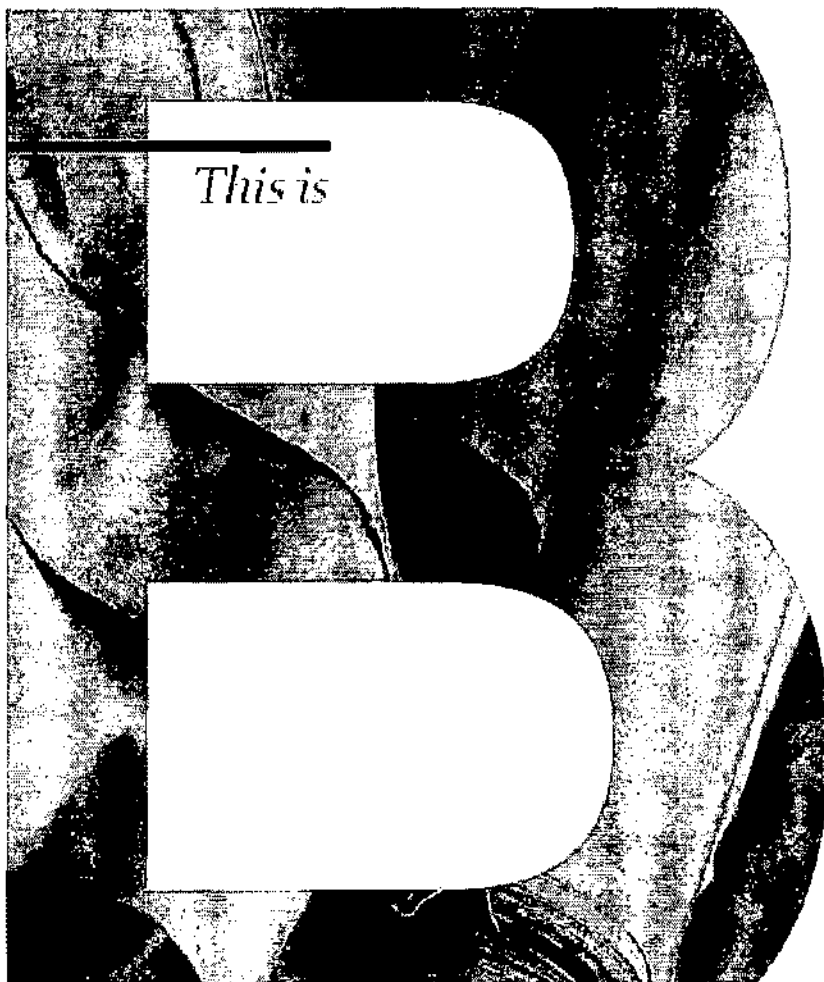
Withheld pursuant to/removed as

s.12

Mino, Lise MTIC:EX

From: Foundation <Foundation@kwantlen.ca>
Sent: Thursday, December 6, 2012 2:19 PM
To: Foundation
Subject: BIG Announcement! December 7 @ 9:45 am, Kwantlen Polytechnic University, Richmond

Having trouble viewing this email? Click here: <http://kwantlen.ca/BIGinvite>



**KPU AND THE PROVINCE
TO A TRANSFORM.
ANNOUNCEMENT.
THE FUTURE OF D
EDUCATION AT KP.**

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Tuesday, April 16, 2013 9:38 AM
To: 'Karen Hearn'
Cc: Kostov, Krassimir
Subject: Kwantlen School of Design - Quarterly Project Progress Report

Hi Karen, following up to our discussion a couple of weeks ago regarding the reporting requirements for the Kwantlen School of Design. The Quarterly Financial Report (template 7) and Quarterly Project Progress Report (template 8) are due to the Ministry each quarter. The templates can be accessed from the link provided below.

The reporting periods are as follows:

Reporting period Due to the AEIT

1st Q April 1 – June 30 July 15

2nd Q July 1 – Sept 30 Oct 15

3rd Q Oct 1 – Dec 31 Jan 15

4th Q Jan 1 – Mar 31 April 30 (additional time allowance to account for year-end priorities)

http://www.aved.gov.bc.ca/cppm/related_documents.htm

My apologies for the delay in getting this information out to you. If you cannot meet the April 30, deadline, please let me know and an extension will be provided. Any questions regarding the reporting requirements, please do not hesitate to contact either Krassimir or myself. Thank you,

*Cathy Aitken
Manager, Post Secondary Capital
Ministry of Advanced Education, Innovation and Technology
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, June 3, 2015 5:29 PM
To: Gidget Maguire; McMahan, Alana AVED:EX
Subject: FW: Project Board Debrief

In case this message did not reach you.
Karen

From: Karen Hearn
Sent: Wednesday, June 03, 2015 5:28 PM
To: 'Nickerson, Catherine M AVED:EX'; Aitken, Cathy M AVED:EX
Subject: RE: Project Board Debrief

Unfortunately I am in a meeting at that time tomorrow. Could be available for 11:30 or able to move things in afternoon.

Karen

-----Original Appointment-----

From: Alana.McMahan@gov.bc.ca [mailto:Alana.McMahan@gov.bc.ca] **On Behalf Of** Nickerson, Catherine M AVED:EX
Sent: Wednesday, June 03, 2015 5:16 PM
To: Karen Hearn; Aitken, Cathy M AVED:EX
Subject: Project Board Debrief
When: Thursday, June 04, 2015 10:00 AM-10:30 AM (UTC-08:00) Pacific Time (US & Canada).
Where: Dial-in:^{s.15}

s.15

Moderator: Catherine Nickerson
Ministry staff will meet in Catherine's office

Mino, Lise MTIC:EX

From: Maggie MacKenzie <Maggie.MacKenzie@kpu.ca>
Sent: Tuesday, July 14, 2015 10:35 AM
To: McMahan, Alana AVED:EX
Subject: Harry Gray - Project Board Conference Call

Alana,

I've just confirmed that Harry Gray will participate in today's conference call.

Maggie



Maggie MacKenzie
Confidential Assistant, Board of Governors
Kwantlen Polytechnic University
t 604.599.2475 e Maggie.MacKenzie@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, April 10, 2015 5:19 PM
To: Aitken, Cathy M AVED:EX; McMahon, Alana AVED:EX
Cc: Craig Regan; Harry Gray
Subject: Next Project Board Meeting

s.13,s.17

Cathy,

s.13,s.17

The next meeting is intended to have motions for

approval of award for:

- The Construction Manager
- The Quantity Surveyor
- The Architects (new fees)

s.13,s.17,s.22

I would suggest

we look at a meeting the week of May 19th.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Tuesday, January 6, 2015 11:13 AM
To: Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Harry Gray; Gordon.Lee@kpu.ca
Cc: Craig Regan
Subject: KPU School of Design Project Board meeting # 6

Good morning,

I am attempting to find a time for a 1 hour phone call on January 19,2015, for the next KPU Project Board meeting. Please use the link below to select the times that work the best for you.

<http://doodle.com/hnfu3sa9av8wi23b>

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Wednesday, March 25, 2015 10:51 AM
To: 'Sandi Klassen'; bwendel@alliedblower.com
Subject: RE: Attending KPU Project Board meeting # 6 on Mar. 26 @ 2-3pm?

Thank you for confirming.

The meeting package has not been sent out yet, but you should receive it by the end of the day.

Thank you,

Alana McMahan

Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

From: Sandi Klassen [<mailto:Sandi.Klassen@kpu.ca>]
Sent: Wednesday, March 25, 2015 10:47 AM
To: McMahan, Alana AVED:EX; bwendel@alliedblower.com
Subject: RE: Attending KPU Project Board meeting # 6 on Mar. 26 @ 2-3pm?

Hi Alana,
Bruce will attend and would like to see the agenda. Please email it to him.
Sandi



Sandi Klassen
University Secretary
Kwantlen Polytechnic University
t 604.599.2079 f 604.599.2046 e sandi.klassen@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Wednesday, March 25, 2015 10:03 AM
To: bwendel@alliedblower.com
Cc: Sandi Klassen
Subject: Attending KPU Project Board meeting # 6 on Mar. 26 @ 2-3pm?
Importance: High

Good morning Bruce,

I'm just writing to confirm if you will be able to attend the KPU Project Board meeting tomorrow afternoon from 2:00-3:00pm? If so, the conference call information is below.

s.15
Dial-in:

Participant ID s.15

Moderator: Kevin Brewster

Thank you,

Alana McMaken

Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Friday, September 19, 2014 2:43 PM
To: 'Gidget Maguire'
Cc: Karen Hearn; Nickerson, Catherine M AVED:EX; McMahan, Alana AVED:EX; Kostov, Krassimir
Subject: RE: Chip and Shannon Wilson School of Design

Thank you, Gidget.

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

Phone: (250)356-9097

Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Friday, September 19, 2014 2:36 PM
To: Aitken, Cathy M AVED:EX
Cc: Karen Hearn
Subject: Chip and Shannon Wilson School of Design

Hi Cathy,

Karen asked me to send you the info on when sending communications out on this file. This is the best she can get for you at this time.

In Documents:

- First Usage – Chip and Shannon Wilson School of Design
- Second and subsequent usage – Wilson School of Design

Thank you,
Gidget Maguire (sent for Karen Hearn)



Gidget Maguire
Assistant to Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2448 f 604.599.2440 e gidget.maguire@kpu.ca
www.kpu.ca www.kpu.ca/facilities

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, November 20, 2014 4:26 PM
To: Nickerson, Catherine M AVED:EX
Cc: Karen Hearn; Friedlander, Donna AVED:EX; Hancyk, Phil AVED:EX; Craig Regan; Duckmanton, Judi AVED:EX; McMahan, Alana AVED:EX; Kathy Lylyk; Angela Tao
Subject: s.17

Catherine, we are able to arrange availability from 9 - 10 am or 4 - 5 pm. Would appreciate if you can arrange meeting invite from hour end.

Karen

On Nov 20, 2014, at 4:08 PM, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca> wrote:

Hi Karen,
We would like to have the follow-up discussion on the above noted topic, including the accounting folks, as soon as possible i.e. tomorrow if that can be arranged.
Please include Donna Friedlander, Phil Hancyk and myself from AVED.
Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile: Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Tuesday, January 20, 2015 6:04 PM
To: s.22
Cc: Plecas, Bobbi AVED:EX; 'Karen Hearn; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Dale, Raman FIN:EX; 'Harry Gray; bwendel@alliedblower.com
Subject: RE: KPU School of Design Project Board meeting # 6

Good afternoon Kristan,

Just to clarify, this invitation was to shorten the existing School of Design Project Board meeting that was originally scheduled from 3-4pm. Are you saying that there is another KPU board meeting already scheduled for that afternoon which conflicts with the School of Design Project Board meeting?

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: s.22
Sent: Tuesday, January 20, 2015 5:50 PM
To: McMahan, Alana AVED:EX
Cc: Plecas, Bobbi AVED:EX; 'Karen Hearn; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Dale, Raman FIN:EX; 'Harry Gray; bwendel@alliedblower.com
Subject: Re: KPU School of Design Project Board meeting # 6

Hi Alana,

I will have to decline as we have a KPU board meeting that afternoon/evening, so I am pretty sure that both Bruce and I can not attend and I don't want to speak or assume for Harry.

Sincerely,

Kristan Ash

From: "Alana AVED McMahan:EX" <Alana.McMahan@gov.bc.ca>
To: "Bobbi AVED Plecas:EX" <Bobbi.Plecas@gov.bc.ca>, "Karen Hearn" <Karen.Hearn@kpu.ca>, "Catherine M AVED Nickerson:EX" <Catherine.Nickerson@gov.bc.ca>, "Cathy M AVED Aitken:EX" <Cathy.Aitken@gov.bc.ca>, "Michael PSBC Houle:EX" <Michael.Houle@partnershipsbcc.ca>, bwendel@alliedblower.com, "Raman FIN Dale:EX"

s.22

<Raman.Dale@gov.bc.ca>, "Harry Gray" <'Harry.Gray@kpu.ca'>

Sent: Tuesday, January 20, 2015 5:22:47 PM

Subject: KPU School of Design Project Board meeting # 6

^{s.15}
Dial-in:

^{s.15}
Participant ID:

Moderator: Kevin Brewster

^{s.15}
Victoria participants will meet in

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, January 6, 2015 12:03 PM
To: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 6 (3)

Alana, please remove Gordon Lee from the distribution list. He is no longer with KPU.

Karen

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Tuesday, January 06, 2015 11:13 AM
To: Karen Hearn; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Harry Gray; Gordon Lee
Cc: Craig Regan
Subject: KPU School of Design Project Board meeting # 6

Good morning,

I am attempting to find a time for a 1 hour phone call on January 19,2015, for the next KPU Project Board meeting. Please use the link below to select the times that work the best for you.

<http://doodle.com/hnfu3sa9av8wi23b>

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: McMahon, Alana AVED:EX
Sent: Thursday, January 8, 2015 10:08 AM
To: Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Harry Gray
Cc: Craig Regan
Subject: RE: KPU School of Design Project Board meeting # 6

Apologies, but we are now looking at the afternoon of Feb. 3. Please use the following link to select the time that you are available:

<http://doodle.com/6pf5edhhxvzq9xux>

Thank you,

Alana

From: McMahon, Alana AVED:EX
Sent: Tuesday, January 6, 2015 2:04 PM
To: Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Harry Gray
Cc: Craig Regan
Subject: RE: KPU School of Design Project Board meeting # 6

Good afternoon,

January 19, 2015 no longer works for the next Project Board meeting so now I am looking at availability on February 4, 2015. Please use the link below to select the times that work the best for you for a 1 hour phone call.

<http://doodle.com/zf92cafyy3pvamws>

Thank you,

Alana McMahon

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Gidget Maguire <Gidget.Maguire@kpu.ca>
Sent: Monday, April 20, 2015 9:55 AM
To: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7 (1)

Thanks!

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, April 20, 2015 9:50 AM
To: Gidget Maguire
Subject: RE: KPU School of Design Project Board meeting # 7

Still waiting to hear back from several members. I'll send a reminder today.

Thank you,

Alana

From: Gidget Maguire [<mailto:Gidget.Maguire@kpu.ca>]
Sent: Friday, April 17, 2015 4:18 PM
To: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7

Hi Alana,

Have you heard anything on PB#7?

Have a great weekend.

Gidget

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, April 13, 2015 12:35 PM
To: Karen Hearn
Cc: Gidget Maguire
Subject: RE: KPU School of Design Project Board meeting # 7

Thanks for letting me know. Hopefully I'll hear back from everyone soon and be able to finally get an invitation sent out for this one!

Thank you,

Alana

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, April 13, 2015 11:26 AM

To: McMahan, Alana AVED:EX
Cc: Gidget Maguire
Subject: RE: KPU School of Design Project Board meeting # 7

Alana, I am able to adjust my schedule to make any of these times work. These times will be on hold until the end of this week so hopefully you will have the confirmed date and time by then.

Gidget, please put the hold in my calendar and remove previous holds for Project Board the week of May 4th

Thanks.

Karen

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, April 13, 2015 11:18 AM s.22
To: Houle, Michael PSBC:EX; Harry Gray; bwendel@alliedblower.com; Dale, Raman FIN:EX; Karen Hearn
Cc: Gidget Maguire; Sandi Klassen; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7

Good morning,

It looks like this phone call will now need to be later in May so we are looking at the week of May 19. I realize that this is a short week due to the Stat holiday, so please advise if you are available for a 2 hour meeting during any of the following times:

- Tuesday, May 19 – 9am to 12pm
- Thursday, May 21 – 9am – 4:30pm
- Friday, May 22 – 1pm – 4:30pm

If needed, I will send out another Doodle poll to finalize the time once I hear back from you.

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: McMahan, Alana AVED:EX
Sent: Friday, March 27, 2015 10:24 AM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray'; bwendel@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn'
Cc: 'Gidget Maguire'; 'Sandi Klassen'
Subject: Doodle: Link for poll "KPU School of Design Project Board meeting # 7"

Good morning,

I am looking to schedule the next KPU Project Board meeting during the week of May 4, 2015. I have provided dates/times for a 2 hour phone call, and am hoping one of the proposed times will work for the majority.

Please advise as soon as possible as to what time works for you using the Doodle poll hyperlink below:

<http://doodle.com/29kbfiyneitte96e>

Thank you,

Alana McMahon

Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: Harry Gray <Harry.Gray@kpu.ca>
Sent: Tuesday, April 14, 2015 10:24 AM
To: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7 (2)

Hi Alana

I can make all the times except Thursday afternoon, as we are giving Chip and Shannon honorary degrees that afternoon.... (I think I should attend(!))

...harry



Harry Gray
AVP, Administration
Kwantlen Polytechnic University
t 604.599.2066 f 604.599.3456 e harry.gray@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, April 13, 2015 11:18 AM s.22
To: Houle, Michael PSBC:EX; Harry Gray; bwendel@alliedblower.com; Dale, Raman FIN:EX; Karen Hearn
Cc: Gidget Maguire; Sandi Klassen; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7

Good morning,

It looks like this phone call will now need to be later in May so we are looking at the week of May 19. I realize that this is a short week due to the Stat holiday, so please advise if you are available for a 2 hour meeting during any of the following times:

- Tuesday, May 19 – 9am to 12pm
- Thursday, May 21 – 9am – 4:30pm
- Friday, May 22 – 1pm – 4:30pm

If needed, I will send out another Doodle poll to finalize the time once I hear back from you.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: McMahan, Alana AVED:EX
Sent: Friday, March 27, 2015 10:24 AM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray'; bwendel@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn'
Cc: 'Gidget Maguire'; 'Sandi Klassen'
Subject: Doodle: Link for poll "KPU School of Design Project Board meeting # 7"

Good morning,

I am looking to schedule the next KPU Project Board meeting during the week of May 4, 2015. I have provided dates/times for a 2 hour phone call, and am hoping one of the proposed times will work for the majority.

Please advise as soon as possible as to what time works for you using the Doodle poll hyperlink below:

<http://doodle.com/29kbfiyneitte96e>

Thank you,

Alana McMahan
Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, April 13, 2015 11:26 AM
To: McMahan, Alana AVED:EX
Cc: Gidget Maguire
Subject: RE: KPU School of Design Project Board meeting # 7 (3)

Alana, I am able to adjust my schedule to make any of these times work. These times will be on hold until the end of this week so hopefully you will have the confirmed date and time by then.

Gidget, please put the hold in my calendar and remove previous holds for Project Board the week of May 4th

Thanks.

Karen

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, April 13, 2015 11:18 AM s.22
To: Houle, Michael PSBC:EX; Harry Gray; bwendel@alliedblower.com; Dale, Raman FIN:EX; Karen Hearn
Cc: Gidget Maguire; Sandi Klassen; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7

Good morning,

It looks like this phone call will now need to be later in May so we are looking at the week of May 19. I realize that this is a short week due to the Stat holiday, so please advise if you are available for a 2 hour meeting during any of the following times:

- Tuesday, May 19 – 9am to 12pm
- Thursday, May 21 – 9am – 4:30pm
- Friday, May 22 – 1pm – 4:30pm

If needed, I will send out another Doodle poll to finalize the time once I hear back from you.

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: McMahan, Alana AVED:EX
Sent: Friday, March 27, 2015 10:24 AM

To: Houle, Michael PSBC:EX; 'Harry Gray; bwendel@alliedblower.com;
Hearn
Cc: 'Gidget Maguire'; 'Sandi Klassen'
Subject: Doodle: Link for poll "KPU School of Design Project Board meeting # 7"

Dale, Raman FIN:EX; 'Karen

Good morning,

I am looking to schedule the next KPU Project Board meeting during the week of May 4, 2015. I have provided dates/times for a 2 hour phone call, and am hoping one of the proposed times will work for the majority.

Please advise as soon as possible as to what time works for you using the Doodle poll hyperlink below:

<http://doodle.com/29kbfiyneitte96e>

Thank you,

Alana McMahon

Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Monday, April 20, 2015 1:31 PM
To: bwendel@alliedblower.com; s.22 Dale, Raman FIN:EX
Cc: 'Gidget Maguire'; 'Sandi Klassen'
Subject: RE: KPU School of Design Project Board meeting # 7

Good afternoon,

I'm just following up to see if any of the times listed below will work for you for the next Project Board meeting. From the responses I've received so far, here are the availabilities:

- Tuesday, May 19 – 9am to 12pm
- Thursday, May 21 – 9am – 12:00pm
- Friday, May 22 – 1pm – 4:30pm

Thank you,

Alana

From: McMahan, Alana AVED:EX
Sent: Monday, April 13, 2015 11:18 AM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray'; bwendel@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn'
Cc: 'Gidget Maguire'; 'Sandi Klassen'; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 7

Good morning,

It looks like this phone call will now need to be later in May so we are looking at the week of May 19. I realize that this is a short week due to the Stat holiday, so please advise if you are available for a 2 hour meeting during any of the following times:

- Tuesday, May 19 – 9am to 12pm
- Thursday, May 21 – 9am – 4:30pm
- Friday, May 22 – 1pm – 4:30pm

If needed, I will send out another Doodle poll to finalize the time once I hear back from you.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education

1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

From: McMahan, Alana AVED:EX
Sent: Friday, March 27, 2015 10:24 AM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray; bwendel@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn
Cc: 'Gidget Maguire'; 'Sandi Klassen'
Subject: Doodle: Link for poll "KPU School of Design Project Board meeting # 7"

Good morning,

I am looking to schedule the next KPU Project Board meeting during the week of May 4, 2015. I have provided dates/times for a 2 hour phone call, and am hoping one of the proposed times will work for the majority.

Please advise as soon as possible as to what time works for you using the Doodle poll hyperlink below:

<http://doodle.com/29kbfiyneitte96e>

Thank you,

Alana McMahan

Acting Executive Administrative Assistant
Financial and Management Services Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9T6
Tel: (250) 356-2496, Fax: (250) 356-5498

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Monday, July 13, 2015 2:59 PM
To: 'Maggie MacKenzie'
Subject: RE: KPU School of Design Project Board meeting # 9

Good afternoon,

Here are the details of the meeting invite sent to Harry Gray:

Teleconference: KPU School of Design Project Board meeting # 9

Date: 11:30am – 12:00pm, July 14, 2015

s.15

Please advise if Harry will be able to attend.

Thank you,

Alana

From: Maggie MacKenzie [<mailto:Maggie.MacKenzie@kpu.ca>]
Sent: Monday, July 13, 2015 2:20 PM
To: McMahan, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 9

I don't have access to Harry's calendar so can you send them to me separately.

Thanks

!

Maggie

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Monday, July 13, 2015 2:20 PM
To: Maggie MacKenzie
Subject: RE: KPU School of Design Project Board meeting # 9

Do I need to send the details to you separately, or can you just see them in the meeting invite that I will be sending him in Outlook calendar?

Thank you,

Alana

From: Maggie MacKenzie [<mailto:Maggie.MacKenzie@kpu.ca>]
Sent: Monday, July 13, 2015 2:10 PM

To: McMahon, Alana AVED:EX
Subject: RE: KPU School of Design Project Board meeting # 9

Alana,

s.22

but I have forwarded a request to him to confirm whether he can participate

Can you send me call details and I will ensure he receives the information and can participate if he is available?

Thanks

Maggie

From: McMahon, Alana AVED:EX [mailto:Alana.McMahon@gov.bc.ca]
Sent: Monday, July 13, 2015 1:50 PM
To: Maggie MacKenzie; Keri van Gerven
Subject: RE: KPU School of Design Project Board meeting # 9

Good afternoon,

Are either of you able to advise if Harry Gray is available for 30 minutes at either 11am or 11:30am tomorrow morning?

Thank you,

Alana

From: Gidget Maguire [mailto:Gidget.Maguire@kpu.ca]
Sent: Monday, July 13, 2015 11:30 AM
To: Maggie MacKenzie; Keri van Gerven
Cc: McMahon, Alana AVED:EX
Subject: FW: KPU School of Design Project Board meeting # 9

Hi Alana,

s.22

I am forwarding your email to Maggie and Keri whom are both doing various duties of Sandi's
of them will be able to get back to you.

One

Thank you

From: McMahon, Alana AVED:EX [mailto:Alana.McMahon@gov.bc.ca]
Sent: Monday, July 13, 2015 11:21 AM
To: Gidget Maguire
Subject: RE: KPU School of Design Project Board meeting # 9

Hi Gidget,

s.22

Can you please provide me the name and contact info of Sandi's

Thank you,

Alana

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, July 13, 2015 11:20 AM
To: McMahan, Alana AVED:EX
Cc: Gidget Maguire
Subject: Re: KPU School of Design Project Board meeting # 9

s.22

Alana, either time works for me tomorrow. Please note that Sandi Klassen

Karen

On Jul 13, 2015, at 11:18 AM, "McMahan, Alana AVED:EX" <Alana.McMahan@gov.bc.ca> wrote:

Good morning,

We are looking to schedule the next Project Board meeting for tomorrow, July 14.

Please advise which of the following times works the best for a 30 minute phone call:

- 11:00am
- 11:30am

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, November 10, 2014 3:56 PM
To: 'Karen Hearn'; McMahan, Alana AVED:EX
Subject: RE: next KPU Project Board meeting

Let's go with it!

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, November 10, 2014 3:56 PM
To: McMahan, Alana AVED:EX
Cc: Karen Hearn; Nickerson, Catherine M AVED:EX
Subject: Re: next KPU Project Board meeting

It works for me

Karen

On Nov 10, 2014, at 3:52 PM, "McMahan, Alana AVED:EX" <Alana.McMahan@gov.bc.ca> wrote:

Hi Karen,

Any chance you could do 10-12pm on Mon., Nov. 24? It will actually work for Kevin and Bobbi as well as Kristan and Bruce.

Thank you,

Alana McMahan

Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151, (F) 250-356-7922

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, November 10, 2014 3:47 PM
To: Nickerson, Catherine M AVED:EX
Cc: Karen Hearn; McMahan, Alana AVED:EX
Subject: Re: next KPU Project Board meeting

On Dec. 1st I am available from noon til end of day.

Karen

On Nov 10, 2014, at 3:44 PM, "Nickerson, Catherine M AVED:EX" <Catherine.Nickerson@gov.bc.ca> wrote:

Hi Karen,

This is never easy.

Kristan, Bruce and you are available on Monday am.

Kevin, Bobbi and you are available on Tues and Thurs pm.

Mike and you are available on Wed am before 11:00.

We may need to move it to Mon Dec 1st.

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]

Sent: Monday, November 10, 2014 3:34 PM

To: Nickerson, Catherine M AVED:EX

Subject: Re: next KPU Project Board meeting

Catherine, I am able to rearrange my schedule except for the following times:

Morning of the 25th

All day on the 27th and 28th

Karen

On Nov 10, 2014, at 10:39 AM, "Nickerson, Catherine M AVED:EX"

<Catherine.Nickerson@gov.bc.ca> wrote:

Good morning Project Board members,

As discussed, the next Project Board meeting is going to be scheduled for 2 hours during the week of Nov 24th.

Our preference is for the voting members to meet in person, and with that in mind, I am requesting that you identify date/time options that you are available to meet for 2 hours during the week of Nov 24th at the telepresence facilities on Hornby St. or at the KPU campus.

Thank you,
Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education
s.17

Tel: (250) 356-7896 Mobile

Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, June 29, 2015 8:23 AM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Craig Regan
Cc: McMahan, Alana AVED:EX
Subject: RE: Pre-brief for the KPU PB planning meeting

Catherine, unfortunately yet again our schedules do not align and I am unable to reschedule the activity between 11 – 12 tomorrow. I have the following availability this week:

Tuesday 8 – 9:30 or 3:00 – 4:00

Thursday 11 – 12 or 1 -2

Friday 11:30 – 12:30

The only time that Craig may be available to join us would be 3:00 – 4:00 tomorrow ^{s.22}

s.22

We can proceed with the call in Craig's

absence if any of the times I've suggested are workable for you.

Karen

-----Original Appointment-----

From: Alana.McMahan@gov.bc.ca [mailto:Alana.McMahan@gov.bc.ca] **On Behalf Of** Nickerson, Catherine M AVED:EX

Sent: Friday, June 26, 2015 5:19 PM

To: Aitken, Cathy M AVED:EX; Karen Hearn; Craig Regan

Subject: Pre-brief for the KPU PB planning meeting

When: Tuesday, June 30, 2015 11:00 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Dial-in: ^{s.15}

s.15

Moderator: Catherine Nickerson

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Monday, July 13, 2015 10:08 AM
To: 'Karen Hearn'
Cc: Aitken, Cathy M AVED:EX; McMahan, Alana AVED:EX; Shang, Cindy AVED:EX
Subject: RE: Re Phone Meeting

Importance: High

Hi Karen,

We are going to go ahead and schedule a telecom asap for vote on the CM and QS.

Please forward the PB materials asap for next Monday's meeting. We need to review them and get them out to the PB on Wed.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, July 13, 2015 9:05 AM
To: Nickerson, Catherine M AVED:EX
Subject: Re Phone Meeting

s.13,s.17,s.21

Catherine, we are also ready for a motion to approve the Quantity Surveyor.

s.13,s.17,s.21

s.13,s.17,s.21

s.22

until Thursday and we need KPU support. I might be successful in getting this with Harry liaising as required before his return.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX
Sent: Friday, June 19, 2015 11:46 AM
To: 'Sandi Klassen'
Cc: Keri van Gerven; Maggie MacKenzie
Subject: RE: Rescheduling KPU Project Board meeting # 8

s.22

Will do –

Can someone please advise whether the afternoon of July 15 works for Bruce?

Thank you,

Alana

From: Sandi Klassen [mailto:Sandi.Klassen@kpu.ca]
Sent: Thursday, June 18, 2015 12:01 PM
To: McMahan, Alana AVED:EX
Cc: Keri van Gerven; Maggie MacKenzie
Subject: RE: Rescheduling KPU Project Board meeting # 8

Hi Alana,

s.22

Would you mind copying Keri.vangerven@kpu.ca and/or Maggie.MacKenzie@kpu.ca going forward

s.22 They will be able to help you get a response from Bruce if necessary.

Thanks
Sandi



Sandi Klassen
University Secretary
Kwantlen Polytechnic University
t 604.599.2079 f 604.599.2046 e sandi.klassen@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [mailto:Alana.McMahan@gov.bc.ca]
Sent: Thursday, June 18, 2015 9:39 AM
To: Dale, Raman FIN:EX; Houle, Michael PSBC:EX; Harry Gray; Karen Hearn; 'bwendel@alliedblower.com'
Cc: Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX; Gidget Maguire; Sandi Klassen
Subject: Rescheduling KPU Project Board meeting # 8

Good morning,

Unfortunately, we need to reschedule the next KPU Project Board meeting that is currently scheduled for Tuesday, June 23. We are looking to move the 1.5 hour phone call to July 15, 2015, instead.

Please advise which of the following options work the best for you:

- 2:30pm - 4:00pm
- 3:00pm – 4:30pm

Thank you,

Alana McMahan
Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 9, 2014 2:38 PM
To: McMahan, Alana AVED:EX
Subject: RE: Rescheduling Oct. 9 KPU Project Board meeting

Alana, Gordon and I can rearrange our schedules for this time. I don't know about our Board members.

Karen

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Thursday, October 09, 2014 12:24 PM
To: Karen Hearn
Subject: RE: Rescheduling Oct. 9 KPU Project Board meeting

Hi Karen,

Just a heads up that we are now looking at 2:30-4:30pm on Friday, Oct. 24.

Thank you,

Alana

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Tuesday, October 7, 2014 8:40 PM
To: McMahan, Alana AVED:EX
Subject: Re: Rescheduling Oct. 9 KPU Project Board meeting

Alana, I am checking to see if we can make this work.

Thanks for your help on this.

Karen

On Oct 7, 2014, at 4:35 PM, "McMahan, Alana AVED:EX" <Alana.McMahan@gov.bc.ca> wrote:

Good afternoon Karen,

I need to reschedule the KPU Project Board meeting this week and right now, it looks like the best option is the afternoon of Friday, Oct. 24, from 1-3pm. Are you folks available for 2 hours that afternoon?

I am looking into using telepresence facilities in Victoria and Vancouver so that would mean your folks travelling to 865 Hornby Street, Vancouver BC. Would that work so that we are able to have a video conference?

Thank you,

Alana McMahon

Office Manager
Post-Secondary Finance Branch and
Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8
Tel: (250) 356-0151, Fax: (250) 356-7922

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 11:21 AM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Craig Regan; McMahan, Alana AVED:EX; 'Gidget Maguire'
Subject: RE: Revised Project Status Report

Importance: High

Thanks Karen.

Will you be sending the updated Appendix documents:

- Project Briefing Note

s.13,s.17

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Thursday, November 6, 2014 10:07 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Revised Project Status Report



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 14, 2014 11:48 AM
To: McMahon, Alana AVED:EX
Subject: RE: Scheduling KPU Project Board meeting # 4 (1)

Alana, I think this is meeting #5. We have meeting #4 on Nov. 24th. The afternoon times work best for me, though if the morning works for everyone else I will reschedule.

Karen

From: McMahon, Alana AVED:EX [<mailto:Alana.McMahon@gov.bc.ca>]
Sent: Friday, November 14, 2014 11:43 AM
To: Harry Gray; 'Karen.Hearn@kpu.ca'; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: 'Gordon.Lee@kpu.ca'; Nickerson, Catherine M AVED:EX; Fountain, Kathy B AVED:EX
Subject: Scheduling KPU Project Board meeting # 4
Importance: High

Good morning,

I've been asked to set up the KPU Project Board meeting # 4 for Monday, Dec. 1, 2014.

The telepresence facilities at 617 Government St. in Victoria, and 865 Hornby St. in Vancouver, are available between 9:30-11:30am and 2:30-5:00pm on Dec. 1.

Please advise if any of the following times work for you:

- 9:30 a.m. – 11:00 a.m.
- 10:00 a.m. – 11:30 a.m.
- 2:30 p.m. – 4:00 p.m.
- 3:00 p.m. – 4:30 p.m.
- 3:30 p.m. – 5:00 p.m.

Please also specify whether you would be attending in person at the telepresence facility, or calling in via teleconference only.

Thank you,

Alana McMahon
Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151, (F) 250-356-7922

Mino, Lise MTIC:EX

From: Harry Gray <Harry.Gray@kpu.ca>
Sent: Friday, November 14, 2014 12:58 PM
To: McMahan, Alana AVED:EX
Cc: Karen Hearn; Gordon Lee
Subject: RE: Scheduling KPU Project Board meeting # 4

Hi Alana

As you may know, I will be substituting for Gordon Lee at this meeting.

My reference would be to have the meeting later in the afternoon on December 1, although I could make any of the proposed times if i attend by phone.

Many thanks

...harry



Harry Gray
AVP, Administration
Kwantlen Polytechnic University
t 604.599.2066 f 604.599.3456 e harry.gray@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: McMahan, Alana AVED:EX [<mailto:Alana.McMahan@gov.bc.ca>]
Sent: Friday, November 14, 2014 11:43 AM
To: Harry Gray; 'Karen.Hearn@kpu.ca'; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: 'Gordon.Lee@kpu.ca'; Nickerson, Catherine M AVED:EX; Fountain, Kathy B AVED:EX
Subject: Scheduling KPU Project Board meeting # 4
Importance: High

Good morning,

I've been asked to set up the KPU Project Board meeting # 4 for Monday, Dec. 1, 2014.

The telepresence facilities at 617 Government St. in Victoria, and 865 Hornby St. in Vancouver, are available between 9:30-11:30am and 2:30-5:00pm on Dec. 1.

Please advise if any of the following times work for you:

- 9:30 a.m. – 11:00 a.m.
- 10:00 a.m. – 11:30 a.m.
- 2:30 p.m. – 4:00 p.m.
- 3:00 p.m. – 4:30 p.m.

- 3:30 p.m. – 5:00 p.m.

Please also specify whether you would be attending in person at the telepresence facility, or calling in via teleconference only.

Thank you,

Alana McMahon
Office Manager
Post-Secondary Finance Branch
and Corporate Finance Branch
Ministry of Advanced Education
1st Floor, 835 Humboldt St.
Victoria BC V8V 4W8
(T) 250-356-0151, (F) 250-356-7922

From: Harry Gray
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Brewster, Kevin AVED:EX
Cc: Karen Hearn; Alan Davis
Subject: KPU Project Board
Date: Friday, June 5, 2015 4:16:42 PM

Hi Kevin, Catherine and Cathy,

s.13

Please let me know if you have any questions.

...harry



Harry Gray
AVP, Administration
Kwantlen Polytechnic University
t 604.599.2066 f 604.599.3456 e harry.gray@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: [Karen Hearn](#)
To: [Aitken, Cathy M AVED:EX](#); [Brewster, Kevin AVED:EX](#)
Cc: [Nickerson, Catherine M AVED:EX](#); [Craig Regan](#)
Subject: RE: COA CSWSOD
Date: Tuesday, April 28, 2015 9:27:58 AM

Cathy, thanks for this information. Craig is making this a priority.

Karen

From: Aitken, Cathy M AVED:EX [<mailto:Cathy.Aitken@gov.bc.ca>]
Sent: Tuesday, April 28, 2015 9:22 AM
To: Karen Hearn; Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: RE: COA CSWSOD

Hi Karen, Krassimir is working with Craig on the updated Project Summary report. This is required prior to issuing all COAs. Once we receive the report a COA will be issued.

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Tuesday, April 28, 2015 8:27 AM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Craig Regan
Subject: COA CSWSOD

Kevin, just checking in as to what is the revised anticipated timeline for the COA?

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX
To: "Karen Hearn"
Cc: Aitken, Cathy M AVED:EX; Harry Gray; Brewster, Kevin AVED:EX
Subject: RE: Media re CSWSOD
Date: Tuesday, March 24, 2015 3:09:15 PM

Thanks for the heads up Karen.

From: Karen Hearn [mailto:Karen.Hearn@kpu.ca]
Sent: Tuesday, March 24, 2015 3:03 PM
To: Brewster, Kevin AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Harry Gray
Subject: Media re CSWSOD

Just a heads up that our AVP for Students and a Kwantlen Student Association rep just dropped by my office asking for advice as the President from the KSA is getting a call from the Leader (newspaper) shortly with questioning anticipated about the project. They asked what could be said and indicated they had heard that it came up or was coming up about the project in question period today.

I responded that we are awaiting government approvals and will be excited to see the project moving forward in future.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Brewster, Kevin AVED:EX
Sent: Friday, June 5, 2015 4:45 PM
To: 'Harry Gray'; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Karen Hearn; Alan Davis
Subject: RE: KPU Project Board

Thank you for clarifying.

Also – I had a good conversation with Bruce today and he has agreed to maintain his membership on the project board

KB

From: Harry Gray [<mailto:Harry.Gray@kpu.ca>]
Sent: Friday, June 5, 2015 4:17 PM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Brewster, Kevin AVED:EX
Cc: Karen Hearn; Alan Davis
Subject: KPU Project Board

Hi Kevin, Catherine and Cathy,

s.13

Please let me know if you have any questions.

...harry



Harry Gray
AVP, Administration
Kwantlen Polytechnic University
t 604.599.2066 f 604.599.3456 e harry.gray@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Monday, May 25, 2015 8:55 AM
To: Evans, Sharon AVED:EX
Cc: 'Karen Hearn'; Nickerson, Catherine M AVED:EX
Subject: RE: Preparations for Project Board

Sharon, can you please schedule this for as soon as possible. Thanks,

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Monday, May 25, 2015 8:26 AM
To: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Subject: Preparations for Project Board

Catherine and Cathy I am hoping you would be able to find 15 minutes to half an hour sometime this week for us to discuss how we can enhance the process for preparation for Project Board.

Please suggest a couple of times that work for you and I will do my best to make one of them work.

Thanks.

Karen
B M28



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Monday, November 17, 2014 8:31 PM
To: Nickerson, Catherine M AVED:EX
Cc: Craig Regan; Harry Gray
Subject: Additional written information

s.22 Catherine, while I had anticipated completing the remainder of the submission for you by this morning s.22

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, December 17, 2014 8:06 PM
To: Houle, Michael PSBC:EX; Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX
Cc: Craig Regan
Subject: s.13,s.17

s.13,s.17

Thanks

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, December 19, 2014 12:49 PM
To: Houle, Michael PSBC:EX
Cc: Nickerson, Catherine M AVED:EX; Aitken, Cathy M AVED:EX; Craig Regan
Subject: s.13,s.17

s.13,s.17

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, June 4, 2015 3:42 PM
To: Nickerson, Catherine M AVED:EX
Subject: FW: KPU School of Design Project Board

FYI

From: s.22
Sent: Thursday, June 04, 2015 3:23 PM
To: Alana AVED McMahon:EX
Cc: Michael PSBC Houle:EX; Harry Gray; bwendel@alliedblower.com; Raman FIN Dale:EX; Karen Hearn; Kevin AVED Brewster:EX; Bobbi AVED Plecas:EX; Cathy M AVED Aitken:EX; Gidget Maguire; Sandi Klassen; Kathy B AVED Fountain:EX; Judi AVED Duckmanton:EX
Subject: KPU School of Design Project Board

Hi All,

Now that the Project Board is on the path to success, I would like to resign from the Project Board. I do not feel that my presence as KPU Board Member is required at this point and will wait for project updates from KPU staff along with the rest of the KPU Board of Governors.

Thank you all for your hard work and dedication and can not wait to attend the opening of the building!

Sincerely,

Kristan Ash

Mino, Lise MTIC:EX

From: Michelle Stadnyk <Michelle.Stadnyk@kpu.ca>
Sent: Monday, November 17, 2014 12:52 PM
To: Nickerson, Catherine M AVED:EX
Cc: Gordon Lee; Harry Gray; Karen Hearn
Subject: FW: KPU Wilson School of Design Project Board
Attachments: 20141117124613087.pdf; 20141117124621028.pdf

Importance: High

Catherine,

Please find attached the signed documents.

Thanks,
Michelle



Michelle Stadnyk

Executive Assistant to the Associate Vice President, Administration
Kwantlen Polytechnic University
t 604.599.2077 f 604.599.2235 e michelle.stadnyk@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, October 17, 2014 4:44 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon Lee; Karen Hearn; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Kristan Ash; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement

2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please returned the completed documents no later than 5:00 p.m Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17
Tel: (250) 356-7896 Mobile:
Email: Catherine.Nickerson@gov.bc.ca

Fax: (250) 356-7922

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Relationship Disclosure Declaration and Undertaking
(Individual)**

Name (print)

I, HARRY GRAY, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies: General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of:
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

including the following relationships,

i. "family" or "personal relationships":
"family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

Dated this 14 day of NOVEMBER, 2014

HARRY GRAY
Name (please print)


Signature

604-599-2066
Office Phone Number

Cell Phone Number

604-599-2235
Fax Number

Email Address harry.gray@kpvc.ca

s.22

Mailing Address

Mailing Address continued:

Notes:

Page 132

Withheld pursuant to/removed as

s.21;s.17

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

Interpretation

In this Agreement:

(a) **"Confidential Information"** means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the **"Disclosing Party"**) to, or otherwise obtained by, the Recipient (the **"Receiving Party"**), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
- (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
- (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
- (4) was developed independently by the Receiving Party without the use of any Confidential Information; or

Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: HARRY GRAY

Organization: KWANTLEN POLYTECHNIC UNIVERSITY

Signature: Harry Gray

Date: 2014/Nov/14

Mino, Lise MTIC:EX

From: Sandi Klassen <Sandi.Klassen@kpu.ca>
Sent: Thursday, September 25, 2014 9:12 AM
To: Nickerson, Catherine M AVED:EX
Cc: Bruce Wendel
Subject: FW: KPU Wilson School of Design Project Board
Attachments: Wendel Code of Conduct signed.pdf; CodeCond.pdf

As requested, here is Bruce Wendel's signed Code of Conduct/Confidentiality Agreement with KPU. I am also attaching the actual Code of Conduct as a reference (excerpt from Board Governance Manual)

Thank you
Sandi



Sandi Klassen
University Secretary
Kwantlen Polytechnic University
t 604.599.2079 f 604.599.2046 e sandi.klassen@kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

From: Bruce Wendel [<mailto:bwendel@alliedblower.com>]
Sent: Wednesday, September 24, 2014 4:15 PM
To: Sandi Klassen
Cc: Karen Hearn; 'Aitken, Cathy M AVED:EX'; 'Nickerson, Catherine M AVED:EX'; Kristan Ash
Subject: RE: KPU Wilson School of Design Project Board

Sandi

Could you please forward these documents to Catherine.

Thank you.

Bruce Wendel
Principal/General Manager
Allied Blower & Sheet Metal Ltd.
12224 - 103 A Avenue
Surrey, BC V3V 3G9
Direct: 604.930.7012
Cell: s.17
Fax: 604.581.4159
www.alliedblower.com
bwendel@alliedblower.com

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: September-24-14 3:41 PM

To: 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'
Cc: Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX
Subject: KPU Wilson School of Design Project Board

Hello Kristan and Bruce,

Further to the KPU Wilson School of Design Project Board meeting today, please send me a copy of your signed Conflict of Interest and/or Confidentiality form(s) related to this project.

Thank you, Catherine

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: ^{s.17} Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: Bruce Wendel

This Statement discloses information as of July 30, 2014
[date]

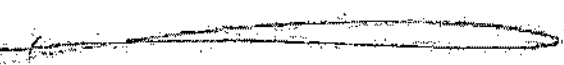
I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University's Board Manual (the "Code") and I agree to comply with all of its terms.

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

NONE —

I, Bruce Wendel (print name), declare that:

1. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
2. I have read and considered the Code and agree to conduct myself in accordance with its terms.
3. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.


Signature

Bruce Wendel
Print Name

July 30, 2014
Date

26.CODE OF CONDUCT FOR BOARD MEMBERS

26.1. INTRODUCTION

KPU is committed to the highest standards of ethics and integrity. The purpose of this Code of Conduct (the "Code") is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at KPU. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of KPU.

The provisions of the Code are in addition to, and not in substitution for, any Board Member's obligation to KPU imposed upon by common law, equity or statute.¹ Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of his or her duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code:

- a) reviews Board Members' duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to KPU and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

26.2. DEFINITIONS

In the Code:

- a) "Appointed Member" means an individual who is appointed to the Board by the Lieutenant Governor in Council;
- b) "associate" means:
 - i) a spouse of the Board Member;
 - ii) a son or daughter of the Board Member;
 - iii) a relative of the Board Member who is living in the family residence, other than his or her son or daughter, who is living in the family residence;
 - iv) a friend of the Board Member;

¹ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- v) a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation; and
- vi) a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee.
- c) "Board Member" means Appointed Members and Elected Members;
- d) "Conflict of Interest" has the meaning set out in section 26.4 of the Code;
- e) "Elected Member" means an individual who is elected to the Board by a constituency group;
- f) "friend" means an individual with whom the Board Member is connected by frequent or close association;
- g) "private interest" means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or his or her associate;
- h) "relative" means a relative by blood, adoption or marriage; and
- i) "spouse" means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

26.3. DUTIES

KPU's Board Members' duties include the following:

Duty of Loyalty – Board Members must act honestly, in good faith and in the best interests of KPU. In placing the interests of KPU ahead of their own personal or business interests, Board Members must:

- a) be honest in their dealings with KPU and with others on behalf of KPU;
- b) avoid situations where they could profit at the expense of KPU, appropriate a business opportunity of KPU or otherwise put themselves in a position of conflict between their own private interests and the best interests of KPU;
- c) avoid speaking against or undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision; and
- d) avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of KPU unless specifically authorized to do so by the Board Chair.

Duty of Care – Board Members owe a duty of care to KPU and must exercise the degree of skill and diligence reasonably expected from an ordinary person of his or her knowledge and experience.

Duty of Confidentiality – Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member.

Duty to Disclose – Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which he or she has a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable.

Duty of Compliance – Board Members shall comply with all applicable laws and regulations and with KPU's Bylaws and policies as adopted by the Board from time to time, including the Board Manual and this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law.

Duty of Knowledge – Board Members must familiarize themselves with the relevant legislation applicable to KPU and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure KPU of their compliance with that legislation.

26.4. CONFLICT OF INTEREST

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict with his or her duties to KPU, including his or her duty to act in the best interests of KPU.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member's duty or function or the exercise of power, provided that she or he has not yet exercised that duty or function.

An **apparent conflict of interest** exists where a reasonable person might hold the apprehension that a conflict of interest exists on the part of the Board Member.

In this Code, "**Conflict of Interest**" includes actual, potential, and apparent conflicts of interest.

KPU's primary and strongest defence against Conflicts of Interest is a strategy of avoidance. By creating systems and processes that, as a matter of practice, avoid Conflicts of Interest, KPU can most effectively reduce the associated risks.

Each Board Member has a responsibility first and foremost to the welfare of KPU.² Except for systemic Conflicts of Interest, as discussed below, every Board Member should avoid any situation in which there is a Conflict of Interest.

26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

² *University Act*, s. 19.1.

Elected Members are in a unique situation in relation to Conflict of Interest considerations. By reason of their membership in a particular constituency of KPU, or by reason of their position within KPU, they are more likely than Appointed Members to have a Conflict of Interest. Given that the Board structure is prescribed by the *University Act*, certain Conflicts of Interest in relation to Elected Members are deemed to be acceptable and should not require the Elected Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Members, there will be situations where the Conflict of Interest is significant enough to require that they be excluded from discussion or voting.

Conflict of Interest situations that involve Elected Members will generally fall into one of four categories.

- a) **Constituency Membership.** In situations where the Elected Member has an interest in a matter or issue under consideration that is shared in common with a substantial section of the constituency of which he/she is a member and who elected him or her to the Board, the Elected Member will not be taken to have a Conflict of Interest for the purpose of this Code and is expected to participate in the discussion and voting. Examples include discussions regarding:
 - i) KPU's budget; and
 - ii) tuition.
 - b) **Duty to the Constituency.** In situations where duties of an Elected Member to the constituency that elected him/her conflict with the Elected Member's duty to KPU, and the Conflict of Interest is of a significant, ongoing nature, the Elected Member must either resign from the KPU Board or from his or her position with the constituency. Under the *University Act*, a KPU employee is not eligible to be a Board Member if he or she is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of KPU who has the responsibility, or joint responsibility with others, to:
 - i) negotiate with the Board, on behalf of the association, the terms and conditions of service of that association; or
 - ii) adjudicate disputes regarding members of the association.³
- However, a student who is a voting member or an officer of the Kwantlen Student Association board is not prohibited from being an Elected Member.
- c) **Commercially Sensitive.** In situations where the issue under consideration is of a commercially sensitive nature that potentially involves the corporate interests of the constituency, then the Conflict of Interest is deemed to be of a significant nature and Elected Members of that constituency should not participate in such discussions or voting. Examples of this type of Conflict of Interest include:
 - i) discussions relating to audit matters;

³ *University Act*, s. 23(1)(g).

- ii) discussions related to collective bargaining; and
- iii) review of KPU's internal controls.

One of the ways KPU manages such Conflicts of Interest is by establishing a practice that when the Finance and Audit Committee is overseeing audit matters, meeting attendance is limited to Appointed Members. Typically, the Finance and Audit Committee addresses finance matters in the first part of the meeting and audit matters in the second.

- d) **One-off.** In situations where a Conflict of Interest arises that is not regularly recurring, the Conflict of Interest can be managed under a well-defined protocol that requires the Elected Member to disclose the Conflict of Interest and refrain from participating in the discussion or voting. For example:
 - i) decisions directly affecting a specific instructional program in which a student Elected Member is enrolled; faculty or staff Elected Members are employed in the program or service areas; or an Elected Member's associate is enrolled in or employed in the program or service areas.

26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS

The following examples have been developed to provide guidance to Board Members in areas where Conflict of Interest or other ethical issues may arise. They do not constitute an exhaustive list. Further, these examples are provided for reference purposes and are not in substitution for, any Board Member's obligation to KPU imposed upon by common law, equity or statute (for example, securities legislation).⁴

Corporate Opportunity – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of KPU. Examples of situations that could contravene this policy are:

- a) taking advantage, for personal gain, of a business opportunity known because of one's position with KPU;
- b) speculating in any commodity or real estate that is or is likely to be acquired or required by KPU; and
- c) conducting any private business activity from or by using any KPU asset for personal purposes, unless expressly authorized to do so by consent of the Board, in writing.

Investment Activity – Board Members may not, directly or indirectly through associates, acquire or dispose of any interest, including publicly traded shares, in any entity when in possession of confidential information obtained in the performance of their duties with KPU that could affect the value of such interest.

Non-Profit Associations and Professional Associations – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where he or she may be viewed as a spokesperson for that group. In such situations, the Board Member should

⁴ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

take reasonable steps to ensure that when speaking on behalf of such an association he or she is seen as speaking for the organization and not as a spokesperson of KPU.

Use of KPU Property – KPU assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of KPU's property, including the use of KPU's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any KPU property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST

Declaration of Conflicts of Interest - Upon declaration of a Conflict of Interest at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration and the Board Member must, as applicable:

- a) refrain from further participation in any activities involved with the matter;
- b) absent him or herself from the proceedings during discussion or voting on that particular matter, contract or arrangement, if the meeting is *in camera*;
- c) refrain from discussing or voting on that particular matter, contract or arrangement, if the meeting is open to the public.

Knowledge of Conflict of Interest - A Board Member has an obligation to declare a Conflict of Interest at the earliest possible time and, in any event, prior to discussion or decision of an issue.

Possible Conflict of Interest - Where a Board Member other than the Board Chair is unsure of whether he or she is in Conflict of Interest, that Board Member should raise the possible Conflict of Interest with the Board Chair, and the Board Chair determines whether or not a Conflict of Interest exists. If the Board Chair is unsure of whether he or she is in Conflict of Interest, the Board Chair should raise the possible Conflict of Interest with the Vice Chair, and the Vice Chair determines whether or not a Conflict of Interest exists.

A Board Member who perceives another Board Member other than the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Board Chair at the first opportunity. The Board Chair determines whether or not a Conflict of Interest exists. A Board Member who perceives the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Vice Chair at the first opportunity. The Vice Chair determines whether or not a Conflict of Interest exists.

Where the Board Chair (or the Vice Chair, as applicable) has determined that a possible Conflict of Interest does not exist, the Board Chair (or the Vice Chair, as applicable) will report to the Board his or her findings at the meeting where the topic will be discussed.

Where a Board Member has been declared by the Board Chair (or the Vice Chair, as applicable) to be in a Conflict of Interest, and that Board Member does not agree with the Board Chair (or the Vice Chair, as applicable) that a Conflict of Interest needs to be declared; or, where the Board Chair (or the Vice Chair, as applicable) has reported to the Board his or her decision that

a possible Conflict of Interest did not exist, and any Board Member disagrees with this decision, the Board Chair (or the Vice Chair, as applicable) will:

- a) call an *in camera* meeting prior to the meeting at which the topic for which the possible Conflict of Interest may exist is scheduled to be discussed;
- b) put the question to the full Board for a decision at the *in camera* meeting.

The Board shall determine by majority vote whether or not a Conflict of Interest exists. If a Board Member is declared by majority vote to be in a Conflict of Interest, he/she shall abide by the steps outlined above regarding declarations of Conflict of Interest.

Conflict of Interest Discovered After Consideration of a Matter - Where a Conflict of Interest is discovered after consideration of a matter, the Conflict of Interest must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision,⁵ the Board must re-examine the matter.

26.8. CONFIDENTIALITY OF BOARD INFORMATION

Board confidentiality is essential to ensure that full and frank discussion of issues deemed as confidential may take place in an atmosphere free from the risk of inappropriate disclosure. All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

KPU Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS

KPU's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at KPU at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

26.10. COMPLAINTS PROCEDURE

The Board of Governors is committed to maintaining an atmosphere in which the Board can receive and address all complaints regarding violations or perceived violations of the Code.

All complaints received from Board Members in respect of the Code shall be referred to the Chair of the Governance Committee, other than complaints with respect to the Board Chair. All

⁵ An example of a situation where the Board Member has or could be perceived to have influenced a decision is where the member expressed his/her views to the other Members on the matter in question.

complaints received from Board Members in respect of the Code that relate to the Board Chair shall be referred to the Vice Chair. Complaints cannot be made anonymously. The Chair of the Governance Committee (or the Vice Chair, as applicable) shall conduct such investigation as he or she considers appropriate and ensure any documentation obtained as part of the investigation is retained in a secure location. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. The Board is responsible for ensuring that any Board Member who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to KPU, its students or employees or to the general public.

The Board prohibits discrimination, harassment or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. A Board Member who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discriminated, harassed or retaliated against in the terms or conditions of Board membership. However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the Board Member making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of KPU, and not for personal gain or motivation.

Any Board Member who retaliates against the Board Member who has made a complaint regarding the Code is subject to discipline up to and including recommendation of termination of that person's Board Membership.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken in accordance with section 26.11 of the Code.

26.11. PUNITIVE ACTION FOR BREACHES

Should a Board Member contravene any provision in this Code, the Board has the power (on a vote of at least a two-thirds majority of the Board) to impose punitive action, including one or more of the following:

- a) issue a letter of reprimand; or
- b) pass a resolution providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.⁶

⁶ *University Act*, s. 22(1.1).

26.12. PROCESSING AN APPEAL TO A PUNITIVE ACTION FOR BREACH OF THE CODE

If a Board Member rejects the decision of the Board, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty. The penalty will remain imposed until such time as the Board hears the appeal. The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal, the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may allow the appeal, or confirm its original decision.

26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS

In extraordinary circumstances, where it is not contrary to the law and where it is clearly in the best interests of KPU to do so, and upon a Board resolution, a Board Member may be exempted in writing from a requirement of this Code following full and detailed disclosure by the Board Member of all material and relevant circumstances respecting the matter. Conditions may be attached to an exemption, and the Board will publicly disclose any exemptions from Code requirements.

If a Board Member is exempted from a requirement of this Code for the continuation of circumstances that would otherwise be considered a Conflict of Interest, the Board Member must refrain from participating in any way in any decision-making respecting the subject matter of the Conflict of Interest except to the extent specifically authorized in the decision granting the exemption.

26.14. ANNUAL DECLARATION

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.

Mino, Lise MTIC:EX

From: Bruce Wendel <bwendel@alliedblower.com>
Sent: Tuesday, October 21, 2014 12:21 PM
To: Nickerson, Catherine M AVED:EX
Subject: Fwd: Attached Image
Attachments: 2328_001.pdf; ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: canon_lobby@alliedblower.com
Date: October 21, 2014 at 11:31:15 AM PDT
To: "Bruce" <bwendel@alliedblower.com>
Subject: Attached Image

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

Interpretation:

In this Agreement:

(a) **"Confidential Information"** means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the **"Disclosing Party"**) to, or otherwise obtained by, the Recipient (the **"Receiving Party"**), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
- (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
- (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
- (4) was developed independently by the Receiving Party without the use of any Confidential Information; or

(5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.

(b) **"Permitted Purposes"** means evaluating the information received in connection with the Chip and Shannon Wilson School of Design Project and any other use permitted by this Agreement.

(c) **"Recipient"** means the individual receiving the Confidential Information.

Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Project Board Chair and Vice-Chair, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

Destruction on Demand

On written request, the Recipient will promptly deliver to the Project Board Chair or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Project Board Chair in writing.

Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the University and the Ministry may be jointly or severally irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the University and the Ministry will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the University or the Ministry may be entitled at law or in equity.

Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the University and the Ministry will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: Bruce Wendel

Organization: Allied Blower & Sheet Metal Ltd.

Signature: 

Date: October 21, 2014

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project
Relationship Disclosure Declaration and Undertaking
(Individual)**

Name (print)

I, Bruce Wendel, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies, General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of:
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

Including the following relationships:

- i. "family" or "personal relationships";
- "family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

"personal relationship" includes but is not limited to friends, neighbours and acquaintances (e.g., a family member or relative who is employed by, or has a business relationship with, or who is married to a director, officer or employee of any Schedule "A" Companies; or

ii. "business or professional relationships": "business or professional relationships" include, but are not limited to, relationships arising from negotiations or arrangements concerning future employment, or contracts with a member of any Schedule "A" Companies, a former long-term employment or contractual relationship with any Schedule "A" Companies, an ownership interest in any Schedule "A" Companies, ongoing or successive contractual relationships, contractual or legal disputes with a member of any Schedule "A" Companies.

- (b) as at the date of this Declaration, to the best of my knowledge, information and belief, there are no business or professional relationships, personal interests, personal relationships or family relationships between the parties described in paragraphs 1(a), 1(b) or 1(c) and the parties described in paragraphs 1(d), 1(e) and 1(f), other than as set out below (and in any attached additional pages and documents – additional pages and documents are attached only if necessary).

PLEASE LIST ONLY COMPANIES/COMPANY MEMBERS OF SCHEDULE "A",
COMPANIES FOR WHICH A RELATIONSHIP EXISTS:


Name of Schedule "A" Company/Person	Description of Relationship
--	-----------------------------

s.17,s.21

- (c) I irrevocably and unconditionally agree that a faxed or scanned or PDF file type (Adobe Acrobat Portable Document Format) form of this Declaration bearing my signature shall for all purposes be treated as the original of my Declaration and shall be binding upon me in the same way as the originally signed version of this Declaration.
- (d) if, after the date of this Declaration, I become aware of, or receive notice of, any relationship referred to in paragraph (2) then I will make forthwith a full, true and plain disclosure in writing to the Chip and Shannon Wilson School of Design Project Board Chair.

Dated this 21st day of October, 2014

Bruce Wendel
Name (please print)


Signature

604.930.7012
Office Phone Number

s.22
Cell Phone Number

604.581.4159
Fax Number

bwendel@alliedblower.com
Email Address

s.22

Mailing Address

Mailing Address continued:

Notes:

- (a) please ensure that you describe the relationship concisely, but completely, e.g., if it is a contractual relationship, describe who is the employer.
- (b) please note that you must be available to answer questions about your relationship disclosure.

Page 154 to/à Page 155

Withheld pursuant to/removed as

s.21;s.17

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, May 20, 2015 8:48 AM
To: Nickerson, Catherine M AVED:EX
Subject: Please call



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, October 7, 2014 12:39 PM
To: Nickerson, Catherine M AVED:EX
Subject: Project Board minutes

Catherine, is there a draft of the minutes from the first meeting available so I can ensure that I have completed all requested. I did try to take notes throughout though with doing the virtual powerpoint I may have overlooked something.

Thanks.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, September 17, 2014 5:03 PM
To: Nickerson, Catherine M AVED:EX
Subject: Project Board

Catherine, sorry for not getting things to you today, I'm just rushing out to our Richmond campus for the Board meeting. Will have time first thing tomorrow to provide revised Briefing. On reading over the Terms of Reference and looking at the Project Status Report I think I would like to prepare a status report for this meeting as it provides a condensed version and will be good practice for me to use this format. Hopefully this will work for you.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, October 22, 2014 4:00 PM
To: Nickerson, Catherine M AVED:EX
Cc: Karen Hearn
Subject: RE: KPU Wilson School of Design Project Board
Attachments: KPU CSWSOD Confidentiality Agreement for PB members and participants - Karen Hearn.pdf; KPU CSWSOD Relationship Disclosure Declaration and Undertaking Form - Karen Hearn.pdf

Hi Catherine,

Please find attached Karen's signed forms. Please note I will forward Craig Regan's forms to you tomorrow.

Thank you,
Gidget

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, October 17, 2014 4:44 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon Lee; Karen Hearn; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Kristan Ash; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please return the completed documents no later than 5:00 p.m. Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: ^{s.17}
Email: Catherine.Nickerson@gov.bc.ca

Fax: (250) 356-7922

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project
Relationship Disclosure Declaration and Undertaking
(Individual)**

Name (print)

I, Karen Hearn, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies: General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of:
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

including the following relationships,

- i. "family" or "personal relationships":
"family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

"personal relationship" includes but is not limited to friends, neighbours and acquaintances (e.g., a family member or relative who is employed by, or has a business relationship with, or who is married to a director, officer or employee of any Schedule "A" Companies; or

ii. "business or professional relationships": "business or professional relationships" include, but are not limited to, relationships arising from negotiations or arrangements concerning future employment, or contracts with a member of any Schedule "A" Companies, a former long-term employment or contractual relationship with any Schedule "A" Companies, an ownership interest in any Schedule "A" Companies, ongoing or successive contractual relationships, contractual or legal disputes with a member of any Schedule "A" Companies.

- (b) as at the date of this Declaration, to the best of my knowledge, information and belief, there are no business or professional relationships, personal interests, personal relationships or family relationships between the parties described in paragraphs 1(a), 1(b) or 1(c) and the parties described in paragraphs 1(d), 1(e) and 1(f), other than as set out below (and in any attached additional pages and documents – additional pages and documents are attached only if necessary).

PLEASE LIST ONLY COMPANIES/COMPANY MEMBERS OF SCHEDULE "A",
COMPANIES FOR WHICH A RELATIONSHIP EXISTS:

Name of Schedule "A" Company/Person	Description of Relationship
--	-----------------------------

s.17,s.21

- (c) I irrevocably and unconditionally agree that a faxed or scanned or PDF file type (Adobe Acrobat Portable Document Format) form of this Declaration bearing my signature shall for all purposes be treated as the original of my Declaration and shall be binding upon me in the same way as the originally signed version of this Declaration.
- (d) if, after the date of this Declaration, I become aware of, or receive notice of, any relationship referred to in paragraph (2) then I will make forthwith a full, true and plain disclosure in writing to the Chip and Shannon Wilson School of Design Project Board Chair.

Dated this 22 day of October, 2014

Karen Hearn
Name (please print)

K. Hearn
Signature

604 599 2442
Office Phone Number

s.22

Cell Phone Number

604 599 2440
Fax Number

Karen.Hearn@KPU.ca
Email Address

s.22

Mailing Address

Mailing Address continued:

Notes:

- (a) please ensure that you describe the relationship concisely, but completely, e.g., if it is a contractual relationship, describe who is the employer.
- (b) please note that you must be available to answer questions about your relationship disclosure.

Page 164 to/à Page 165

Withheld pursuant to/removed as

s.21;s.17

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

**Interpretation
In this Agreement:**

(a) **"Confidential Information"** means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the "Disclosing Party") to, or otherwise obtained by, the Recipient (the "Receiving Party"), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
- (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
- (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
- (4) was developed independently by the Receiving Party without the use of any Confidential Information; or

(5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.

(b) **"Permitted Purposes"** means evaluating the information received in connection with the Chip and Shannon Wilson School of Design Project and any other use permitted by this Agreement.

(c) **"Recipient"** means the individual receiving the Confidential Information.

Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Project Board Chair and Vice-Chair, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

Destruction on Demand

On written request, the Recipient will promptly deliver to the Project Board Chair or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Project Board Chair in writing.

Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the University and the Ministry may be jointly or severally irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the University and the Ministry will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the University or the Ministry may be entitled at law or in equity.

Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the University and the Ministry will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.


Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: Karen Hearn

Organization: KPU

Signature: 

Date: Oct 22, 2014

Mino, Lise MTIC:EX

From: Gidget Maguire <Gidget.Maguire@kpu.ca>
Sent: Thursday, October 23, 2014 10:01 AM
To: Nickerson, Catherine M AVED:EX
Cc: Craig Regan
Subject: RE: KPU Wilson School of Design Project Board
Attachments: KPU CSWSOD Confidentiality Agreement for PB members and participants - Craig Regan.pdf; KPU CSWSOD Relationship Disclosure Declaration and Undertaking Form - Craig Regan.pdf

Please find attached Craig's signed forms.

Thank you

From: Karen Hearn
Sent: Wednesday, October 22, 2014 4:00 PM
To: 'Nickerson, Catherine M AVED:EX'
Cc: Karen Hearn
Subject: RE: KPU Wilson School of Design Project Board

Hi Catherine,

Please find attached Karen's signed forms. Please note I will forward Craig Regan's forms to you tomorrow.

Thank you,
Gidget

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Friday, October 17, 2014 4:44 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon Lee; Karen Hearn; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; Kristan Ash; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please return the completed documents no later than 5:00 p.m. Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile:

Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

Interpretation
In this Agreement:

(a) **"Confidential Information"** means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the **"Disclosing Party"**) to, or otherwise obtained by, the Recipient (the **"Receiving Party"**), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
- (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
- (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
- (4) was developed independently by the Receiving Party without the use of any Confidential Information; or

(5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.

(b) "**Permitted Purposes**" means evaluating the information received in connection with the Chip and Shannon Wilson School of Design Project and any other use permitted by this Agreement.

(c) "**Recipient**" means the individual receiving the Confidential Information.

Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Project Board Chair and Vice-Chair, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

Destruction on Demand

On written request, the Recipient will promptly deliver to the Project Board Chair or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Project Board Chair in writing.

Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the University and the Ministry may be jointly or severally irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the University and the Ministry will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the University or the Ministry may be entitled at law or in equity.

Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the University and the Ministry will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: Craig Regan

Organization: KPU

Signature: C. Regan

Date: Oct 2014

Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project
Relationship Disclosure Declaration and Undertaking
(Individual)

Name (print)

I, Craig Beaman, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies; General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of:
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

Including the following relationships,

i. "family" or "personal relationships":
"family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

"personal relationship" includes but is not limited to friends, neighbours and acquaintances (e.g., a family member or relative who is employed by, or has a business relationship with, or who is married to a director, officer or employee of any Schedule "A" Companies; or

ii. "business or professional relationships": "business or professional relationships" include, but are not limited to, relationships arising from negotiations or arrangements concerning future employment, or contracts with a member of any Schedule "A" Companies, a former long-term employment or contractual relationship with any Schedule "A" Companies, an ownership interest in any Schedule "A" Companies, ongoing or successive contractual relationships, contractual or legal disputes with a member of any Schedule "A" Companies.

- (b) as at the date of this Declaration, to the best of my knowledge, information and belief, there are no business or professional relationships, personal interests, personal relationships or family relationships between the parties described in paragraphs 1(a), 1(b) or 1(c) and the parties described in paragraphs 1(d), 1(e) and 1(f), other than as set out below (and in any attached additional pages and documents – additional pages and documents are attached only if necessary).

PLEASE LIST ONLY COMPANIES/COMPANY MEMBERS OF SCHEDULE "A",
COMPANIES FOR WHICH A RELATIONSHIP EXISTS:

Name of Schedule "A" Company/Person	Description of Relationship

- (c) I irrevocably and unconditionally agree that a faxed or scanned or PDF file type (Adobe Acrobat Portable Document Format) form of this Declaration bearing my signature shall for all purposes be treated as the original of my Declaration and shall be binding upon me in the same way as the originally signed version of this Declaration.
- (d) if, after the date of this Declaration, I become aware of, or receive notice of, any relationship referred to in paragraph (2) then I will make forthwith a full, true and plain disclosure in writing to the Chip and Shannon Wilson School of Design Project Board Chair.

Dated this 22 day of October, 2014

Craig Egan
Name (please print)

Name (please print)

Signature CA Mager

s.22

1604 599 2055
Office Phone Number

Office Phone Number

Cell Phone Number

604 599 2440
Fax Number

Fax Number

Craig Regan@kprc.ca
Email Address

Email Address

s.22

Mailing Address

Mailing Address continued:

Notes:

Page 177 to/à Page 178

Withheld pursuant to/removed as

s.21;s.17

Mino, Lise MTIC:EX

From: Gordon Lee <Gordon.Lee@kpu.ca>
Sent: Friday, October 24, 2014 5:54 AM
To: Nickerson, Catherine M AVED:EX
Subject: RE: KPU Wilson School of Design Project Board
Attachments: Confidentiality AgreementGRL.pdf; DisclosureAgreementGRL.pdf

Here are my signed Confidentiality Agreement and Relationship Disclosure Declaration. Please confirm that you have received them as I scanned them at home and the files are quite large.



Gordon Lee
Vice President Finance & Administration and Deputy Vice Chancellor
Kwantlen Polytechnic University
t 604.599.2099 f 604.599.3456 e gordon.lee@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, October 23, 2014 6:31 AM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Gordon Lee; Kristan Ash; 'bwendel@alliedblower.com'
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX; Aitken, Cathy M AVED:EX
Subject: FW: KPU Wilson School of Design Project Board
Importance: High

Good morning,

Please be reminded that the KPU Wilson School of Design Project Board Confidentiality Agreement and Relationship Disclosure Declaration and Undertaking Form (Individual) require your review and signature, and then need to be scanned and returned to me via email as soon as possible.

Thank you for your attention to this task.

Catherine Nickerson
Project Board Secretariat

From: Nickerson, Catherine M AVED:EX
Sent: Friday, October 17, 2014 4:44 PM
To: Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; 'Gordon.Lee@kpu.ca'; 'Karen.Hearn@kpu.ca';

Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca';
'bwendel@alliedblower.com'; Dale, Raman FIN:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Duckmanton, Judi AVED:EX
Subject: RE: KPU Wilson School of Design Project Board

Good afternoon,

All KPU Wilson School of Design Project Board Members and guests are required to sign a Confidentiality Agreement, as well as declare any relationships that might constitute a conflict of interest in your role on the Project Board.

The following documents are attached:

1. Confidentiality Agreement
2. Relationship Disclosure Declaration and Undertaking Form (Individual)

Both documents require your review and signature, and then need to be scanned and returned to me via email.

Please review and complete, identifying any relationships as described within the Relationship Disclosure Declaration. If you do not have any relationships to declare, please note that on the form.

All relationships that meet the outlined criteria should be disclosed; the Project Board Chair and Vice-Chair will make the determination if a conflict exists, or may exist, and advise any remedial actions required. Once cleared, you will be advised accordingly.

If you have any questions or concerns, please do not hesitate to call or email me.

Thank you very much for your prompt attention to this task.

Please return the completed documents no later than 5:00 p.m. Wednesday, October 22nd.

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile:
Email: Catherine.Nickerson@gov.bc.ca

Fax: (250) 356-7922

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project**

**Confidentiality Agreement
for Project Board Members and Participants**

Interpretation

In this Agreement:

(a) "**Confidential Information**" means all documents, knowledge and information provided by Kwantlen Polytechnic University (the University) and the Ministry of Advanced Education (the Ministry) or any of its Representatives (the "**Disclosing Party**") to, or otherwise obtained by, the Recipient (the "**Receiving Party**"), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Chip and Shannon Wilson School of Design Project (the Project), including, without limitation, all information and Proposals received from consultants and contractors in relation to the project, all project-related scope, schedule, budget amendments, design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:

(1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;

(2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Chip and Shannon Wilson School of Design Project without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;

(3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;

(4) was developed independently by the Receiving Party without the use of any Confidential Information; or

(5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.

(b) "**Permitted Purposes**" means evaluating the information received in connection with the Chip and Shannon Wilson School of Design Project and any other use permitted by this Agreement.

(c) "**Recipient**" means the individual receiving the Confidential Information.

Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Project Board Chair and Vice-Chair, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

Destruction on Demand

On written request, the Recipient will promptly deliver to the Project Board Chair or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Project Board Chair in writing.

Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the University and the Ministry may be jointly or severally irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the University and the Ministry will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the University or the Ministry may be entitled at law or in equity.

Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the University and the Ministry will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

Enurement

This Agreement enures to the benefit of the University and the Ministry and binds the Recipient and its successors.

The undersigned will comply with the requirements outlined in this document.

Name: GORDON R LEE
Organization: KWANTLEN POLYTECHNIC UNIVERSITY
Signature: [Signature]
Date: OCT 23/19

**Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design Project
Relationship Disclosure Declaration and Undertaking
(Individual)**

Name (print)

I, GORDON R LEE, have agreed to participate as a member of the Project Board, in connection with the Chip and Shannon Wilson School of Design Project (the Project).

I understand that the Kwantlen Polytechnic University (the University) wishes to ensure that all aspects of the Project implementation are carried out in the most adequate and cost-effective way, in a manner that is fair and that is free of bias and unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

(a) I have reviewed the list of the Schedule "A" Companies: General Contractors and Sub-contractors for the Project set out in Schedule "A" to this Declaration, for the purpose of identifying all business or professional relationships, personal interests, personal relationships or family relationship between any of:

- (1) myself; or
- (2) any firm, partnership, corporation or firm in which I have a business interest or by which I am employed or contracted; or
- (3) anyone related to me (as an individual);
- (4) and any of;
- (5) any Schedule "A" Companies; or
- (6) any director, officer or employee of any Schedule "A" Companies; or
- (7) any person, firm or company having an ownership interest in any Schedule "A" Companies (collectively, "Members of a Schedule "A" Companies");

including the following relationships,

- i. "family" or "personal relationships";
"family" includes but is not limited to spouses as defined in the Family Relations Act and any child of a spouse and any sibling or parent of the undersigned; and

"personal relationship" includes but is not limited to friends, neighbours and acquaintances (e.g., a family member or relative who is employed by, or has a business relationship with, or who is married to a director, officer or employee of any Schedule "A" Companies; or

ii. "business or professional relationships": "business or professional relationships" include, but are not limited to, relationships arising from negotiations or arrangements concerning future employment, or contracts with a member of any Schedule "A" Companies, a former long-term employment or contractual relationship with any Schedule "A" Companies, an ownership interest in any Schedule "A" Companies, ongoing or successive contractual relationships, contractual or legal disputes with a member of any Schedule "A" Companies.

- (b) as at the date of this Declaration, to the best of my knowledge, information and belief, there are no business or professional relationships, personal interests, personal relationships or family relationships between the parties described in paragraphs 1(a), 1(b) or 1(c) and the parties described in paragraphs 1(d), 1(e) and 1(f), other than as set out below (and in any attached additional pages and documents – additional pages and documents are attached only if necessary).

PLEASE LIST ONLY COMPANIES/COMPANY MEMBERS OF SCHEDULE "A",
COMPANIES FOR WHICH A RELATIONSHIP EXISTS:

Name of Schedule "A" Company/Person	Description of Relationship

- (c) I irrevocably and unconditionally agree that a faxed or scanned or PDF file type (Adobe Acrobat Portable Document Format) form of this Declaration bearing my signature shall for all purposes be treated as the original of my Declaration and shall be binding upon me in the same way as the originally signed version of this Declaration.
- (d) if, after the date of this Declaration, I become aware of, or receive notice of, any relationship referred to in paragraph (2) then I will make forthwith a full, true and plain disclosure in writing to the Chip and Shannon Wilson School of Design Project Board Chair.

Dated this 23rd day of October, 2014

GORDON LEE
Name (please print)


Signature

s.22

604-599-2099
Office Phone Number

Cell Phone Number

604-599-3456
Fax Number

gordon.lee@kpn.ca
Email Address

s.22

Mailing Address

Mailing Address continued:

Notes:

- (a) please ensure that you describe the relationship concisely, but completely, e.g., if it is a contractual relationship, describe who is the employer.
- (b) please note that you must be available to answer questions about your relationship disclosure.

Page 187 to/à Page 188

Withheld pursuant to/removed as

s.21;s.17

Page 189 to/à Page 208

Withheld pursuant to/removed as

Copyright

Page 209

Withheld pursuant to/removed as

s.13;s.17

Page 210 to/à Page 211

Withheld pursuant to/removal as

Copyright

Page 212

Withheld pursuant to/removed as

s.13;s.17

Page 213

Withheld pursuant to/removed as

Copyright

Page 214 to/à Page 221

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 222 to/à Page 223

Withheld pursuant to/removed as

Copyright

Page 224

Withheld pursuant to/removed as

s.14;s.21;s.13;s.17

Page 225 to/à Page 226

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 227

Withheld pursuant to/removed as

Copyright

Page 228 to/à Page 237

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 238 to/à Page 239

Withheld pursuant to/removed as

Copyright

Page 240 to/à Page 244

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 245 to/à Page 247

Withheld pursuant to/removed as

s.14;s.21;s.13;s.17

Page 248

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 249

Withheld pursuant to/removed as

Copyright

Page 250 to/à Page 258

Withheld pursuant to/removed as

s.13;s.17

Page 259 to/à Page 261

Withheld pursuant to/removed as

Copyright

Page 262 to/à Page 263

Withheld pursuant to/removed as

s.13;s.17

Page 264 to/à Page 267

Withheld pursuant to/removed as

Copyright

Page 268

Withheld pursuant to/removed as

s.13;s.17

Page 269 to/à Page 271

Withheld pursuant to/removal as

Copyright

Page 272 to/à Page 274

Withheld pursuant to/removed as

s.14;s.13;s.17

Page 275 to/à Page 278

Withheld pursuant to/removed as

Copyright

Page 279

Withheld pursuant to/removed as

s.17

Page 280 to/à Page 283

Withheld pursuant to/removed as

Copyright

Page 284

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 285 to/à Page 287

Withheld pursuant to/removed as

Copyright

Page 288

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 289 to/à Page 290

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, September 19, 2014 1:30 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir; Gordon Lee
Subject: RE: Draft Project Status Report #1
Attachments: CSWSOD Project Board Status Report Sept 2014.docx

Catherine, revised report attached with track changes. I hope I've captured everything needed.

Thanks for all your help.

Karen

From: Nickerson, Catherine M AVED:EX [<mailto:Catherine.Nickerson@gov.bc.ca>]
Sent: Thursday, September 18, 2014 3:40 PM
To: Karen Hearn
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir AVED:EX; Gordon Lee
Subject: RE: Draft Project Status Report #1

Thanks Karen.

The status report looks good however, we need more clarity on what items are being brought forward for information or decision/approval and when.

This info would be reflected in Table 2 Major Milestone Summary and Section 2.1, Items for Information, Discussion or approval.

My understanding is that KPU will be seeking approval at Project Board Meeting #1 to:

- continue to negotiate with the low bidder;
- s.13,s.17

These requests should be reflected in Section 2.1 – for approval.

KPU anticipates receiving a revised construction estimate on Sept. 26th. This would be a Major Milestone and an information item for Project Board meeting #2 which should be noted in Table 2, 3rd column as a Project Board #2 – Information Item.

At Project Board Meeting #2 (Oct. 9th), another Major Milestone on Table 2 would be contract negotiation – next steps – Project Board #2 – Approval Item.

The PP should also present the proposed motions. For example:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board approve that Kwantlen proceed with negotiations with the low bidder, s.17,s.21 to identify scope changes and price adjustments to bring the work within the approved budget".

Please let me know if you have any questions and/or would like to have a call to discuss.

Thank you, Catherine

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Thursday, September 18, 2014 12:19 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir AVED:EX; Gordon Lee
Subject: Draft Project Status Report #1

Please feel free to edit liberally. I found preparing the report useful to re-affirm immediate priorities.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 293

Withheld pursuant to/removal as

Copyright

Page 295 to/à Page 297

Withheld pursuant to/removal as

Copyright

s.13,s.17,s.21

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Tuesday, May 19, 2015 4:26 PM
To: 'Karen Hearn'
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: RE: Chip & Shannon Wilson School of Design
Attachments: CSWSOD Project Board Status Report #7.docx; DRAFT CSWSOD Project Board Agenda - May 22 2015.docx

Hi Karen, thanks for the material. I've had a chance to go through and have some comments/changes which I've imbedded and tracked in the attached Project Status Report.

Additionally: s.13,s.17
Appendix 1 – Schedule –

s.13,s.17

Appendix 4 - Downward Scope Ladder – can you please provide estimated costs for each item.

I've also attached the DRAFT Agenda for your review.

Can you please provide me with the contact information and title for Janet Keall, I understand that she is replacing Bruce Wendel on the Project Board.

Thanks,

From: Karen Hearn [<mailto:Karen.Hearn@kpu.ca>]
Sent: Tuesday, May 19, 2015 9:58 AM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX; Craig Regan
Subject: FW: Chip & Shannon Wilson School of Design

Cathy, attached is the Project Status Report along with the Appendices. We will be working on the Powerpoint today though it would be helpful to have the Agenda before finalizing the Powerpoint.

Thanks.

Karen

Page 300 to/à Page 304

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 21, 2014 12:34 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Project Status Report
Attachments: CSWSOD Project Board Status Report #4.docx

Please help by editing liberally.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 306

Withheld pursuant to/removed as

Copyright

s.13,s.17

Page 308 to/à Page 310

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Friday, November 28, 2014 2:24 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Project Status Report #5
Attachments: CSWSOD Project Board Status Report .docx

Please feel free to edit liberally.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 312 to/à Page 317

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, October 30, 2014 7:58 AM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan; Gordon Lee
Subject: Project Status Report #3
Attachments: CSWSOD Project Board Status Report #3.docx

Catherine, attached is Project Status Report #3. s.17
s.2 have identified that they will have the schedule to us by end of
today. 1

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 319 to/à Page 321

Withheld pursuant to/removed as

Copyright

Page 322

Withheld pursuant to/removed as

s.13;s.17

Page 323 to/à Page 328

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Wednesday, May 13, 2015 3:46 PM
To: Aitken, Cathy M AVED:EX
Cc: Nickerson, Catherine M AVED:EX
Subject: First draft Status Report
Attachments: CSWSOD Project Board Status Report #7.docx

Cathy, here is the first draft which I thought might be helpful to you for preparing the agenda. Please feel free to edit liberally. All going well appendices will be ready tomorrow.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 330 to/à Page 334

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Thursday, September 18, 2014 12:19 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Kostov, Krassimir; Gordon Lee
Subject: Draft Project Status Report #1
Attachments: CSWSOD Project Board Status Report Sept 2014.docx

Please feel free to edit liberally. I found preparing the report useful to re-affirm immediate priorities.

Karen



Karen Hearn PDP, FMA, MA, LEED AP
Executive Director, Facilities Services
Kwantlen Polytechnic University
t 604.599.2442 f 604.599.2440 e karen.hearn@kpu.ca
www.kpu.ca

This e-mail and any attachments may be confidential or legally privileged. If you received this message in error or are not the intended recipient, please destroy the e-mail message and any attachments or copies.

Please note, all Kwantlen email addresses and url's have been changed recently. Please update your records accordingly.

Page 336 to/à Page 339

Withheld pursuant to/removed as

Copyright

Mino, Lise MTIC:EX

From: Karen Hearn <Karen.Hearn@kpu.ca>
Sent: Tuesday, October 28, 2014 9:13 PM
To: Nickerson, Catherine M AVED:EX
Cc: Aitken, Cathy M AVED:EX; Craig Regan
Subject: Expectations for Friday

Catherine, please confirm if a new Project Status Report and another powerpoint are required for Friday.

Thanks.

Karen

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Saturday, November 29, 2014 1:23 PM
To: Nickerson, Catherine M AVED:EX; Brewster, Kevin AVED:EX
Cc: 'Karen Hearn'
Subject: CWSOD DRAFT Project Board Meeting #5 Package
Attachments: App 1 DRAFT CSWSOD Project Board Minutes Meeting #4 - Nov 24 2014.docx; App 2 CSWSOD Project Board Status Report.docx; App 3 CSWSOD Project Budget Estimate Nov 28 14.xlsx, s.13,s.17 ; App 5 DRAFT Communications.docx; DRAFT CSWSOD Project Board Agenda - Dec 1 2014.docx

Importance: High

Attached is the DRAFT package for you review/approval. The Power Point presentation will be provided on Monday prior to the meeting.

Catherine/Kevin: My notes from Meeting #4 included a motion introduced by Michael Houle. I'm not sure why a Motion is required for this, isn't it more of an Action item? Once you've given the ok, I will send out.

s.13,s.17

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Saturday, November 29, 2014 2:56 PM
To: Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; Gordon.Lee@kpu.ca; Mill, Karen PSBC:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Craig Regan; Duckmanton, Judi AVED:EX
Subject: KPU School of Design Project Board meeting # 5 - Dec 1, 2014
Attachments: App 1 DRAFT CSWSOD Project Board Minutes Meeting #4 - Nov 24 2014.docx; App 2 CSWSOD Project Board Status Report.docx; App 3 CSWSOD Project Budget Estimate Nov 28 14.xlsx; s.13,s.17 App 5 DRAFT Communications.docx; DRAFT CSWSOD Project Board Agenda - Dec 1 2014.docx

Good afternoon,

On behalf of Catherine Nickerson, attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #5 to be held on Monday, Dec 1, 2014.

Agenda
Appendix 1 - Draft Minutes of Project Board Meeting #4
Appendix 2 - Project Status Report #5
Appendix 3 – Project Budget Estimate Nov 28 2014
Appendix 4 –s.13,s.17
Appendix 5 – DRAFT Communications

Should you have any questions, please contact Catherine at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

*Phone: (250)356-9097
Fax: (250)356-7922*

e-mail: cathy.aitken@gov.bc.ca



Ministry of Advanced Education

PROJECT BOARD MEETING # 5 Kwantlen Polytechnic University Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	December 1, 2014
TIME:	3:30 PM - 5:00 PM
LOCATION:	Victoria participants: s.15 Vancouver participants For those who are unable to participate via Video Conference: Teleconference Dial-In: s.15 Moderator: Catherine

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Meeting #4 Minutes (5 min) (Appendix 1)	For Decision	Kevin Brewster
3. Direction from Secretary to Treasury Board (10 min)	Information/Discussion	Kevin Brewster
4. Project Status Update (30 min) (Appendix 2) <ul style="list-style-type: none"> Budget Estimate (Appendix 3) QS Commentary on Budget (Appendix 4) Communication Plan Messaging (Appendix 4) 	Information/ Discussion	Karen Hearn
5. Architectural Contract (10 min)	Discussion/Decision	Karen Hearn Kevin Brewster
6. Construction Management Services (10 min)	Discussion/Decision	Karen Hearn
7. Quantity Surveyor Services (10 min)	Discussion/Decision	Karen Hearn Kevin Brewster
8. Next Steps (10 min) <ul style="list-style-type: none"> Upcoming Project Board Meetings: <ul style="list-style-type: none"> TBD 	Information/ Discussion	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee (Vice-Chair)	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Harry Gray	Alternate Member , Acting Vice-President Administration, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnership BC	250 475-4666
Karen Mill	Alternate Member, Assistance Vice President, Partnerships BC	250 475-4669

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097



Ministry of Advanced Education

PROJECT BOARD MEETING # 4 Kwantlen Polytechnic University (KPU) Chip and Shannon Wilson School of Design (Wilson School of Design)

Draft Minutes

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
Harry Gray (Alternate Member), Acting Vice-President Administration, Kwantlen Polytechnic University
Karen Hearn, Chief Project Officer, Kwantlen Polytechnic University
Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
Kristan Ash, Board of Governors, Kwantlen Polytechnic University
Michael Houle, Vice-President, Partnerships BC
Catherine Nickerson (Secretariat), Director, Ministry of Advanced Education

ABSENT:

Gordon Lee, (Vice Chair) Vice-President Finance, Kwantlen Polytechnic University

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
Cathy Aitken, Manager, Ministry of Advanced Education

	TOPIC	ACTION	STATUS
1.	Adoption of the Agenda Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i> <i>Motion #1 moved by Gordon Lee; second by Bobbi Plecas;</i> <i>Motion #1 passed.</i>		
2.	Approval of Minutes Motion #2 <i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #2."</i> <i>Motion #2 deferred to Dec 1 2014 meeting.</i> <i>Action Item:</i> <i>Further revisions required</i>	Bruce Wendel	Incomplete

	<p>Motion #3 "Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #3."</p> <p>Motion #3 moved by Kristen Ash ; second by Bruce Wendel; Motion #3 passed.</p>		
3.	s.17		
4.	<p>Project Status Update Karen Hearn presented the Project Status Update including:</p> <ul style="list-style-type: none"> • Analysis of Tender Results • Negotiation with Lowest Bidder <p>s.13,s.17</p> <p>• Communications</p> <p>Action Items: s.13,s.17</p>	Karen Hearn	Complete
5.	<p>Upcoming Project Board Meeting: December 1, 2014</p> <p>Motion #5 "Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</p> <p>Motion #5 moved by Michael Houle; second by Bobbi Plecas; Motion #5 passed.</p>	Kevin Brewster	

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Nov. 28, 2014

Subject: PROJECT STATUS REPORT #5

PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

- Revised project budget for Procurement Option 1A prepared.

s.13,s.17

- Communication scripts prepared based on potential approval of Option 1A.

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	REQUIRES IMMEDIATE ATTENTION
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The schedule should include upcoming major milestones in the schedule.

s.13,s.17

The project schedule will be revised

Need to achieve building completion

Option 1A, continuing with the existing design team and using pre-construction design services 17
s.13,s.17

Significant efforts are taking place to advance the Provincial approvals and on Dec. 2nd both KPU's Board of Governors and the Donor are scheduled to confirm their ongoing support for the project with the revised Procurement approach.

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Meeting with Secretary of Treasury Board	Dec. 1	Information
Project Board meeting to discuss feedback from Secretary of Treasury Board	Dec. 1	Information
KPU Board of Governor's Meeting re Procurement Option	Dec. 2	Information
	Dec. 2	Information
Cancel contract negotiations	Dec. 3	Information
Cancel tender & all associated processes	Dec. 3	Information
Proceed with project design based upon selected procurement option	Subsequent to Dec. 2nd	Information

s.17

1.4 PROJECT SCOPE

The project scope was under review to bring the project within the pre-tender budget of \$23 million. Major focus for scope changes includes the building envelope, building structure and mechanical system approach. No further work is taking place until the Architects are re-engaged.

1.5 PROJECT BUDGET

s.13,s.17

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Next Steps include:

- Secretary of TB review
- KPU Board of Governors review
- Donor's review
- Implementing the Communication Plan
- Notifying the bidders
- Notifying the various stakeholders
- Negotiating and engaging the design team for the procurement option selected

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

Recent communications activities include:

- Drafted key messaging to announce the cancellation of the tender and proceeding to re-design.

- Liaised with Government Communications and Public Engagement Office on the messaging.

- Created speaking notes, Q & A for KPU's Senior Administration (not for general distribution)

2. RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for information/discussion

s.13,s.17

Motion:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board approve that Kwantlen Polytechnic University (KPU) proceed with the preparation of an RFP to procure Quantity Surveyor services. The RFP will be issued to a minimum of three firms^{s.13,s.17}

APPENDICES

Revised project budget based on Procurement Option 1A

Communications Plan messaging

s.13,s.17

Page 353 to/à Page 357

Withheld pursuant to/removed as

s.21;s.13;s.17

[DRAFT as of November 28, 2014]

Key message elements (to be repurposed for each piece of collateral listed below)

Bids for the construction of the Chip and Shannon Wilson School of Design building at KPU Richmond were received on July 24, 2014.

All bids received were significantly over the pre-tender budget.

KPU exercised its right to explore scope changes and price adjustments with the lowest bidder to bring the work and price within the pre-tender budget amount.

KPU has now determined that the best course of action is to cancel the tender and associated processes.

s.13,s.17

s.13,s.17

It will be completed within the

original maximum budget of \$36 million.

Site preparation work has been completed.

The User Committee will continue to work on planning for the move. Program enhancements will continue to be developed.

We look forward to sharing more information with you as the project proceeds.

The above communication to be delivered by President Alan Davis to:

KPU Board of Governors (conference call)

KPU Foundation Board (e-mail via the CEO of the KPU Foundation)

KPU Executive and President's Council (e-mail)

Mayor of Richmond and Richmond MLAs (phone calls)

Wilson School of Design faculty (e-mail via the Dean)

KPU employees (e-mail via University Communicator)

Ongoing communication to be developed in accordance with project milestones.

s.13,s.17

s.13,s.17

[DRAFT as of November 28, 2014]

Message for industry partners (to be delivered as required by Dean Carolyn Robertson)

As you may know, KPU has spent the last few months exploring scope changes and price adjustments for the Chip and Wilson School of Design building at KPU Richmond.

s.13,s.17

s.13,s.17

It will be completed within the

original maximum budget of \$36 million.

Site preparation work has been completed.

Program enhancements will continue to be developed.

We look forward to sharing more information with you as this exciting project proceeds.

s.13,s.17

s.13,s.17



**Chip and Shannon Wilson School of Design Project
Project Overview
September 24, 2014**

1.0 PROJECT DESCRIPTION

In November 2012, Kwantlen Polytechnic University (the University) received Treasury Board approval for provincial funding of up to one-third of the total project capital costs, to a maximum of \$12 million, towards the construction of a new \$36 million dollar School of Design at the Richmond Campus. The \$36 million total project costs are to be equally shared between the Ministry of Advanced Education (the Ministry), the University and private donors Chip and Shannon Wilson and *lululemon athletica*. Capital Contributions to the project are as follows:

Funding Sources	Total
Provincial Government Funding (AVED)	\$12,000,000
KPU Capital Reserves	\$12,021,700
Donation from <i>lululemon athletica</i>	\$4,000,000
Donation from Chip and Shannon Wilson	\$8,000,000
TOTAL:	\$36,021,700

In return for the \$12 million donation, the school is to be named the "Chip & Shannon Wilson School of Design" (Wilson School of Design). Architectural renderings are attached in Appendix A.

The Donors signed a pledge agreement with KPU. Chip and Shannon Wilson's pledge agreement includes a clause that, in the event that construction of the facility is not completed by December 31, 2016, they shall be relieved of all obligations to make any payments after that date. Contributions from *lululemon athletica* are tied to academic milestones.

A Procurement Options Analysis was completed by Partnerships BC^{s.13,s.17}
s.13,s.17

The project is proceeding as a DBB.

s.13

The Wilson School of Design building is designed to be a free standing five storey building of approximately 6,000 m² and will meet the Province's Wood First Design Policy and LEED gold certification requirements. Construction was scheduled to begin in the spring of 2014, with occupancy in September 2015.

The project planned for an innovative purpose built facility that embraces the use of wood and provides the Wilson School of Design with the physical environment necessary to support the development of world class design professionals.

The building is tailored to foster innovative professionals for BC's growing design sector and to support a rigorous, studio-based design education with industry-relevant best practices in teaching, learning and applied research. Shared design studios, a production lab, student gallery space, study spaces, multi-purpose rooms with operable dividers, office and support rooms comprise the building program.

2.0 PROJECT STATUS

To advance the project schedule, the project was phased with the first phase focused on site preparation including parking lot demolition, vibro densification, pre-loading, new loading dock construction and general site preparation. This work has been completed.

s.17

The second phase of the project is for the building construction. The tender closed on July 24, 2014^{s.17,s.21}. At closing all^{s.17,s.21} bids were significantly above the pre-tender construction estimate of \$23 million. This was

s.17,s.21

s.17,s.21 All the bidders were aware of the construction budget being a maximum of \$23 million.

Summary of bids

s.17,s.21

Bird Construction Group
EllisDon Corporation
Ledcor Construction
PCL Construction Leaders

The entire design and tendering process has been overseen by a Fairness Monitor and all best practices were used in the development and issuance of tenders.

Page 363

Withheld pursuant to/removed as

s.14;s.21;s.13;s.17

s.13,s.14,s.17 KPU elected to enter into negotiations to explore scope changes and price adjustments to bring the work and price within the pre-tender budget amount.
s.13,s.14,s.17,s.21

s.17,s.21 have committed to providing an updated estimate of the cost impact of the proposed scope changes by September 26. This estimate will be based upon their consultation with sub-contractors and all the proposed changes that have been provided by KPU,^{s.17, s.21} the sub-contractors and the design team.

See the Implementation Strategy section for further details regarding the construction tender process.

3.0 BUDGET

The Class D, C, B and A budgets estimates were prepared by James Bush and Associates, Limited (JBA) with support from SSA Quantity Surveyors of Kelowna. Since 1994, JBA has worked on over 1,000 projects, many of which were with the post-secondary sector and they routinely handle projects in the \$10M to \$50M range. The Class A budget estimate is attached in Appendix B s.13,s.17

s.13,s.17

4.0 RISK REGISTER

As per the Ministry of Advanced Education's Risk Management Guide, a Risk Register was created for the Business Case for the Wilson School of Design project to increase understanding of the risks that could affect project outcomes; support project related decision making; and, to reduce variability in project scope, schedule and costs. As suggested in the Risk Management Guide, the Risk Register was reviewed and revised in January 2014, for the project's Design phase, and in June 2014 for the Construction phase and submitted to AVED as attachments to the 4th and 5th quarterly reports, respectively.

5.0 IMPLEMENTATION STRATEGY

Architect Selection

A Request for Information (RFI) was posted to BC Bid to determine interest in the Architectural community. The RFI Evaluation Committee was created consisting of A/Director Planning & Construction, Manager Physical Plant, Executive Director Institute for Material Innovation, Interior Design Faculty Member and an External Consultant to review the submissions. Twenty-five firms responded and were shortlisted to five firms. Subsequently a Request for Proposal (RFP) was issued to the five shortlisted firms.

After the close of the RFP #2660 on April 16th, each committee member independently evaluated each of the RFP Submissions and rated the non-financial questions for a maximum of 50-points, financial questions for a maximum of 25-points and project reference information for a maximum of 10-points. Reference checks were completed and the committee shortlisted the firms with the highest ranking:

s.17,s.21

The Final Selection Interview Process was conducted by the Provost & Vice President Academic, the VP Finance & Administration, the Executive Director Facilities Services, the Executive Director Institute for Material Innovation, and Interior Design Faculty Member, the Dean Wilson School of Design, a Wilson School of Design student and a representative from the Office of Advancement.

Following presentations by each architectural candidate the Final Selection Committee chose KPMB Architects (Toronto) in partnership with Public Architecture (Vancouver).

To assist with the complete architectural selection process third party advisors were hired

s.13,s.14,s.17

For a listing of the key project consultants see Appendix C.

s.13,s.17

The Design Assistance and structural engineers met with timber suppliers to review production capacity, timber availability and test the marketplace for interest in this project prior to the tender.

Project Procurement

MHPM were hired to manage the procurement process for both the site preparation and building construction tenders. All documents were reviewed by the Fairness Monitor, Rusty Joerin of Woodsgift Enterprises.

Site Preparation Tender

- MHPM prepared the tender package for phase 1 construction – site preparation;
- closed Site Preparation tender; and awarded to low bidder, Bruce Mathers Bulldozing.

Building Construction Tender

- MHPM along with KPU, legal counsel and the Architects developed tender packages and posted to BC Bid
- Reviewed and responded to RFI's
- Conducted Tender Pre-qualification process for General Contractors.
- Conducted site visit attended by Consultants and 4 pre-qualified GC's and their sub-contractors.
- MHPM completed a review of 90% documents for coordination and constructability. Provided a process monitor (Woodsgift Enterprises) as subcontractor to provide advice on due diligence, transparency and fairness.
 - Reviewed and made recommendations on extension requests
 - Evaluated bids for costing and documentation compliance

Post Bid

- MHPM supported KPU to conduct discovery sessions with the lowest bidder to help determine factors as to why the bids were over budget.

s.13,s.14,s.17

6.0 PROJECT SCHEDULE

The Project Schedule has been reviewed by the Project Management and Steering Committees and revised on an approximately monthly basis. s.13,s.17

s.13,s.17

7.0 PROJECT GOVERNANCE

A project governance organizational structure comprised of working committees and teams was established to ensure broad stakeholder consultation and engagement, as well as transparency and accountability. This governance structure facilitates effective project management through multi-directional, formal and informal communications. Regular meetings of the committees and teams comprising the governance structure permits information sharing on key aspects of the project. Meeting minutes, including action items, are prepared and posted on KPU's internal SharePoint site.

Referring to the diagram in Appendix E, the governance structure is comprised of:

- KPU's Board of Governors, Finance and Audit committee and President.
- Three working committees:
 1. User Group, which provides detailed input regarding the operational, functional and physical requirements of the building.
 2. Project Management, which oversees all aspects of the project delivery.
 3. Steering, which provides executive direction and oversight.
- A number of specific purpose teams: Design, Construction and Integrated Move.

The detailed terms of reference for the working committees, including their respective mandates, memberships, duties and responsibilities, accountabilities and meeting frequencies, appear in Appendix F.

8.0 COMMUNICATIONS AND CONSULTATION

Project communications have been comprehensive and collaborative in nature to provide numerous opportunities to provide information to, and obtain feedback from, the various stakeholders including students, faculty, employees, alumni, industry, community and the local government.

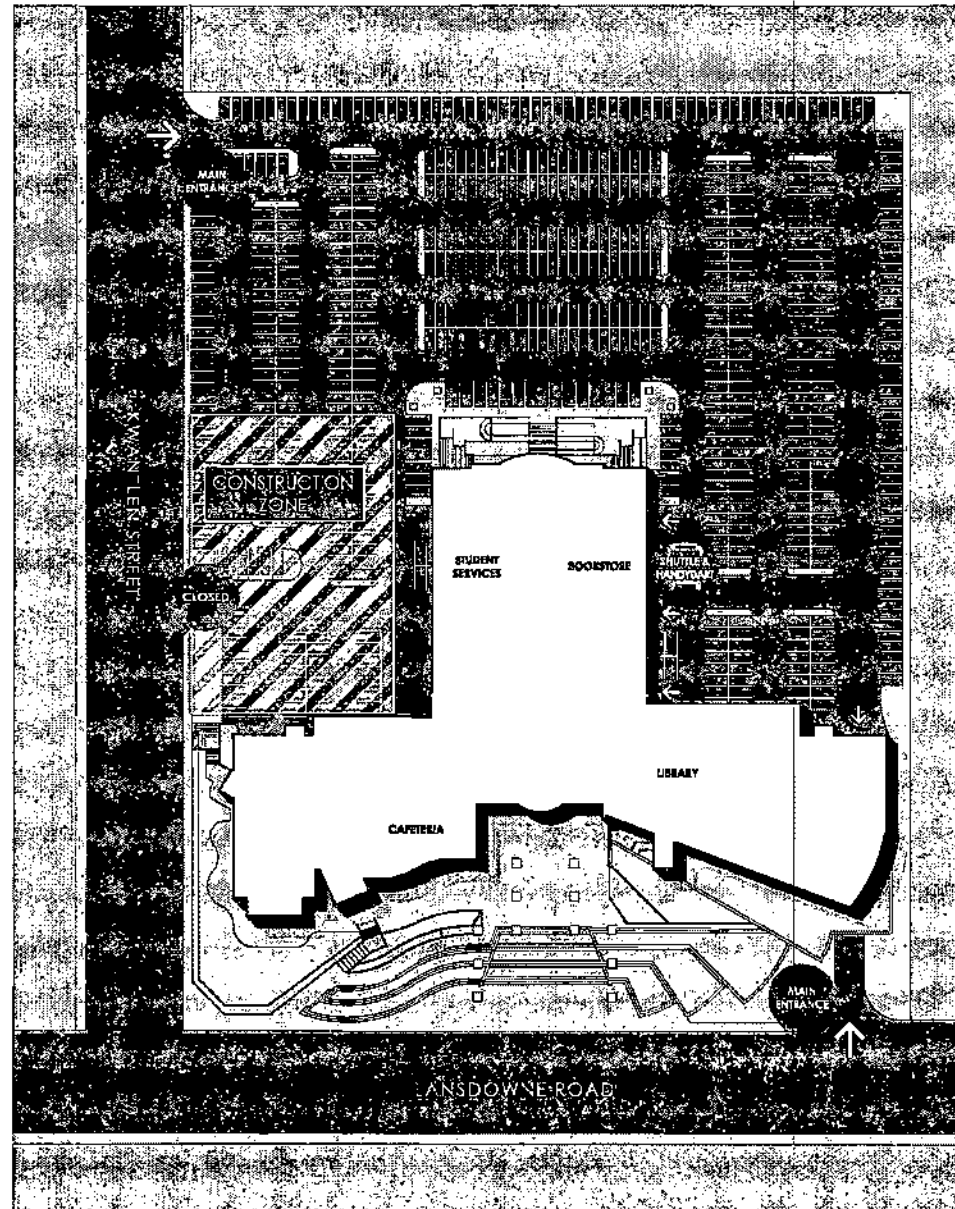
Objectives:

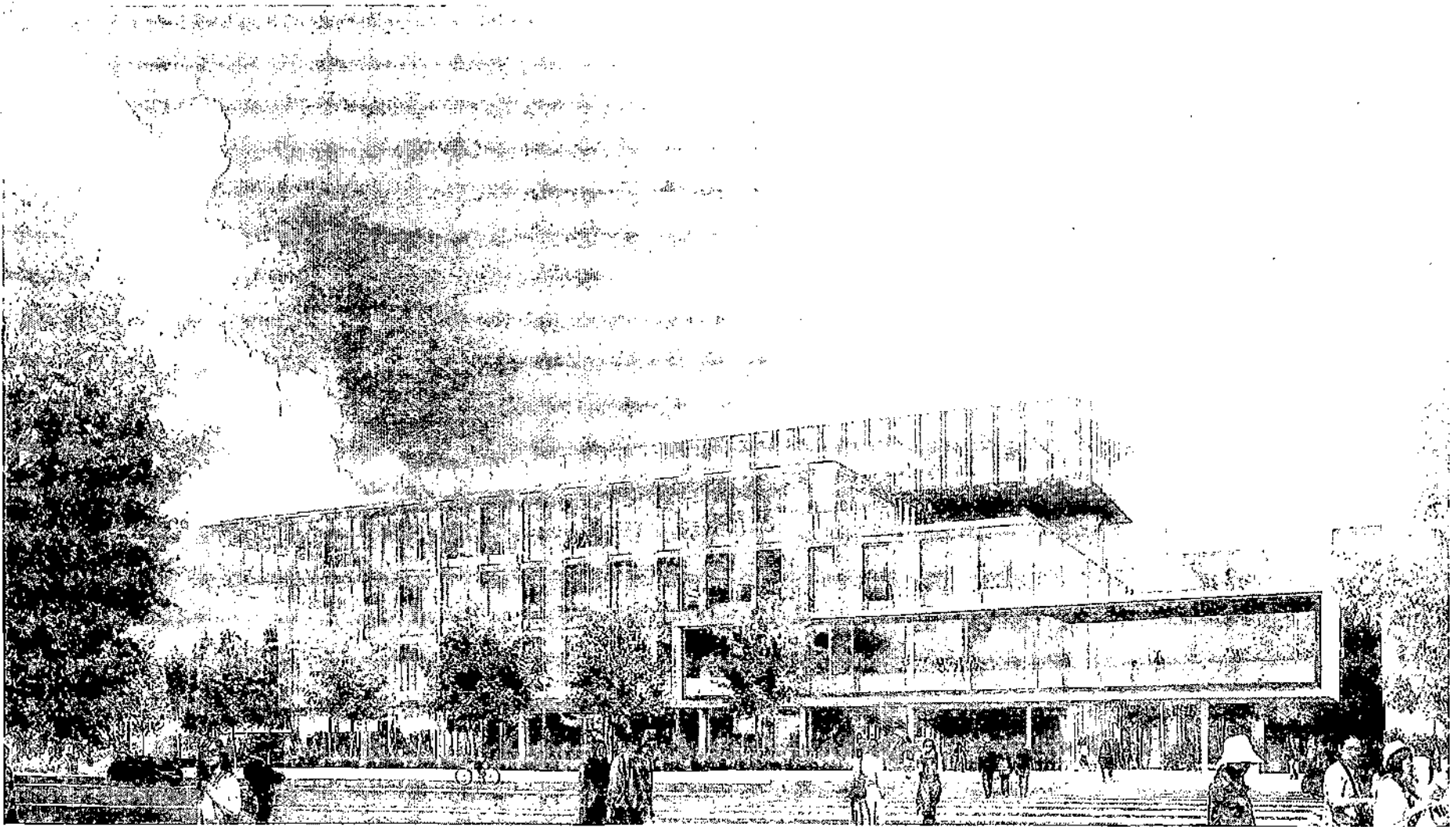
- Publicize the project, including its objectives, benefits, progress and other information, to internal and external stakeholders
- Offer opportunities for stakeholders to participate in, and provide opinion on, the project
- Engage the community and build support for the project
- Minimize confusion and misunderstanding

Communication activities to date - see Appendix G.

Appendix Index

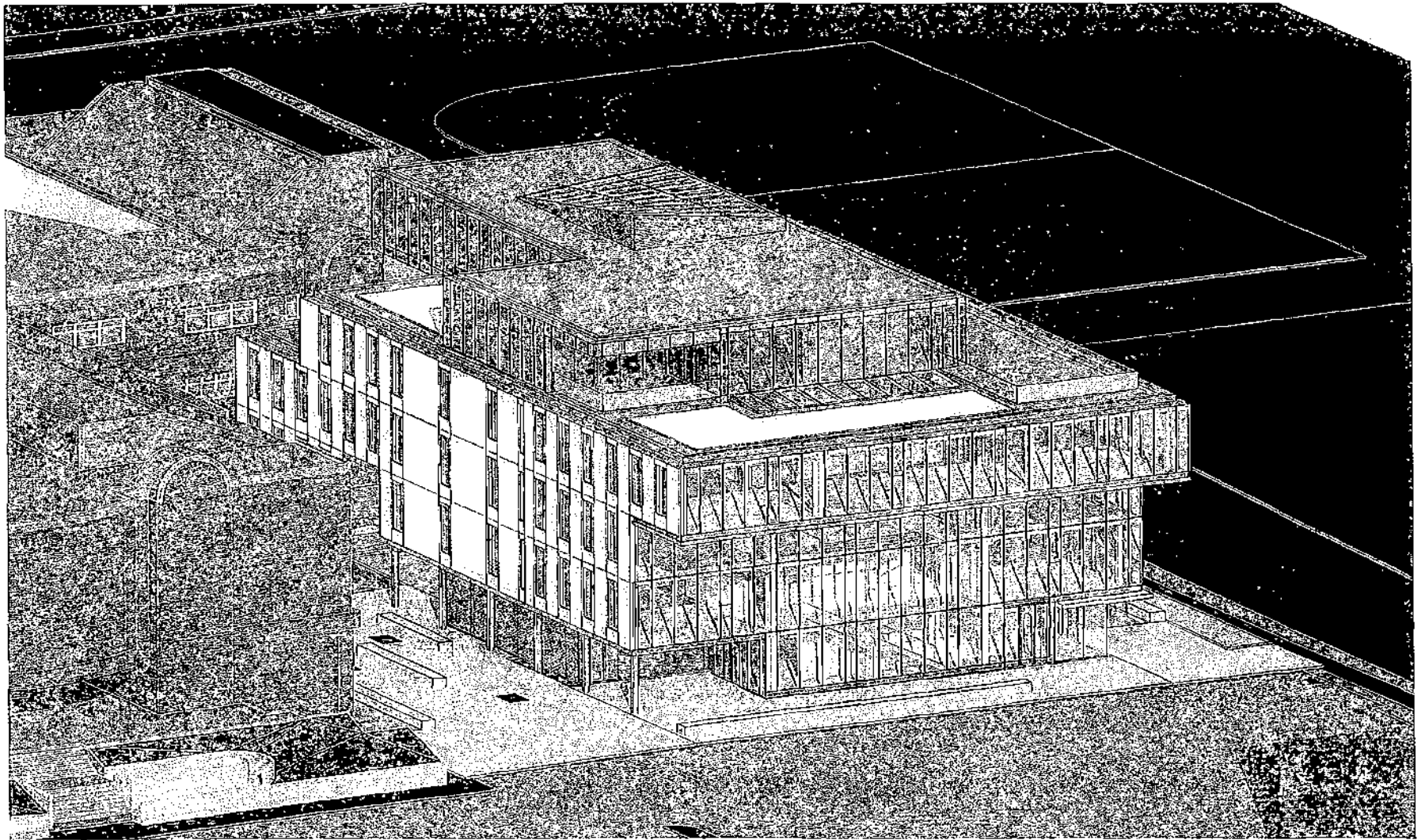
Appendix A:	Site Plan/Architectural Renderings
Appendix B:	Class A Executive Cost Summary
Appendix C:	Design Consultants
Appendix D:	Project Schedule
Appendix E:	Governance Structure
Appendix F:	Terms of Reference for the Working Committees
Appendix G:	Communications Activities





Finishes Strategy

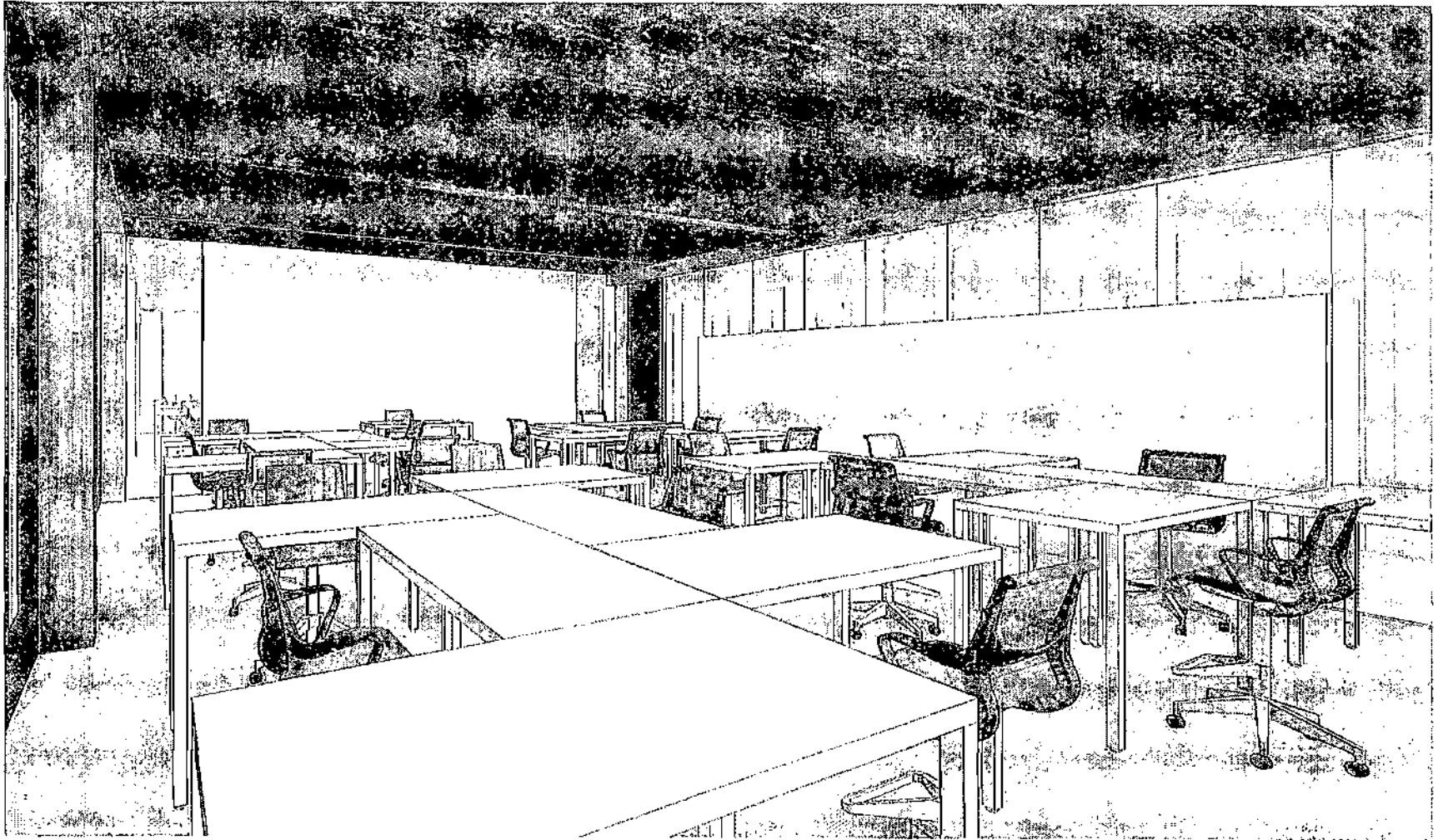
KWANTLEN POLYTECHNIC UNIVERSITY
SCHOOL OF DESIGN



THE CHIP AND SHANNON WILSON SCHOOL OF DESIGN

BIRD'S EYE FROM NE

KPMB • public



Studio

Finishes Strategy

KWANTLEN POLYTECHNIC UNIVERSITY
SCHOOL OF DESIGN

Page 373

Withheld pursuant to/removed as

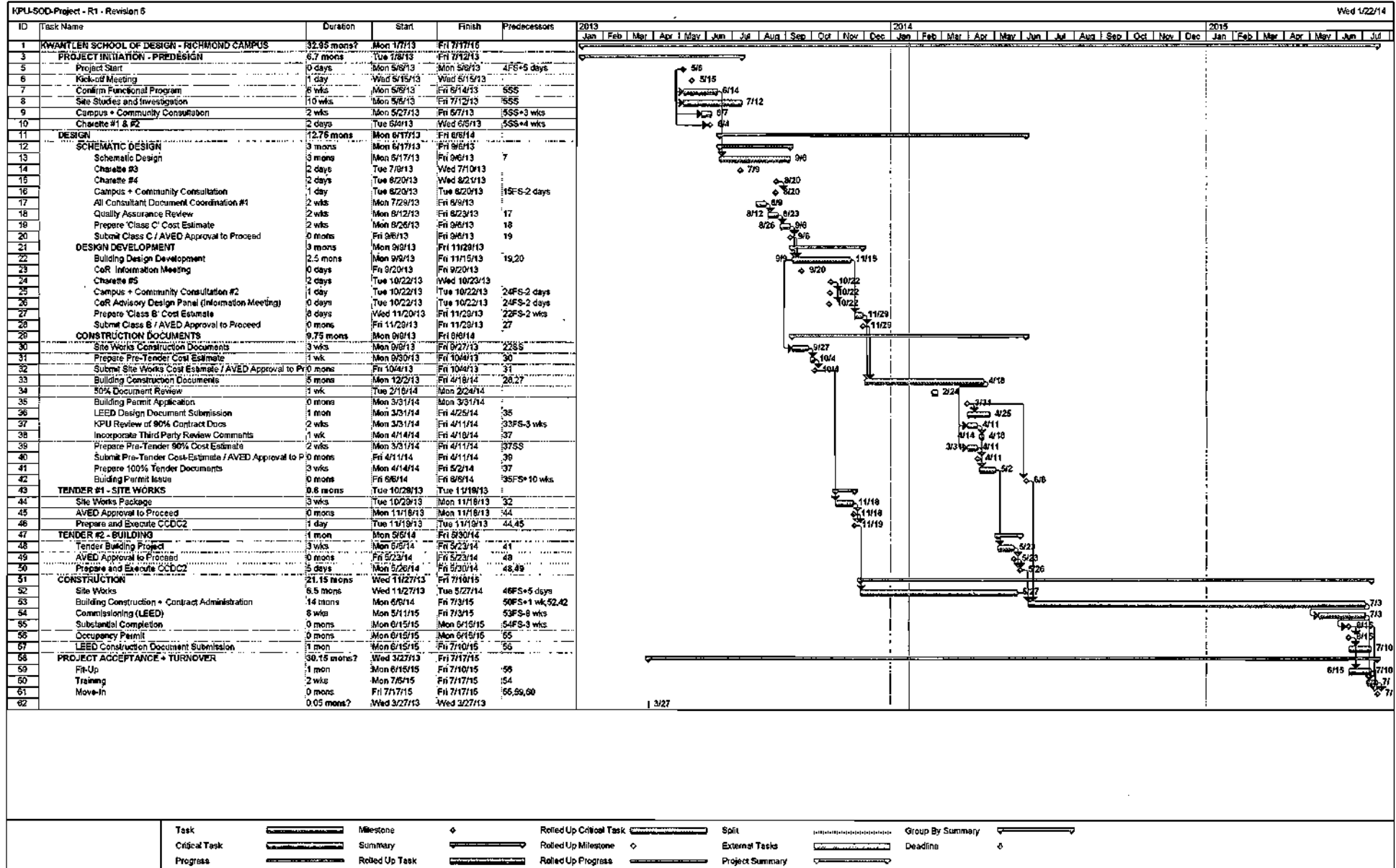
s.17



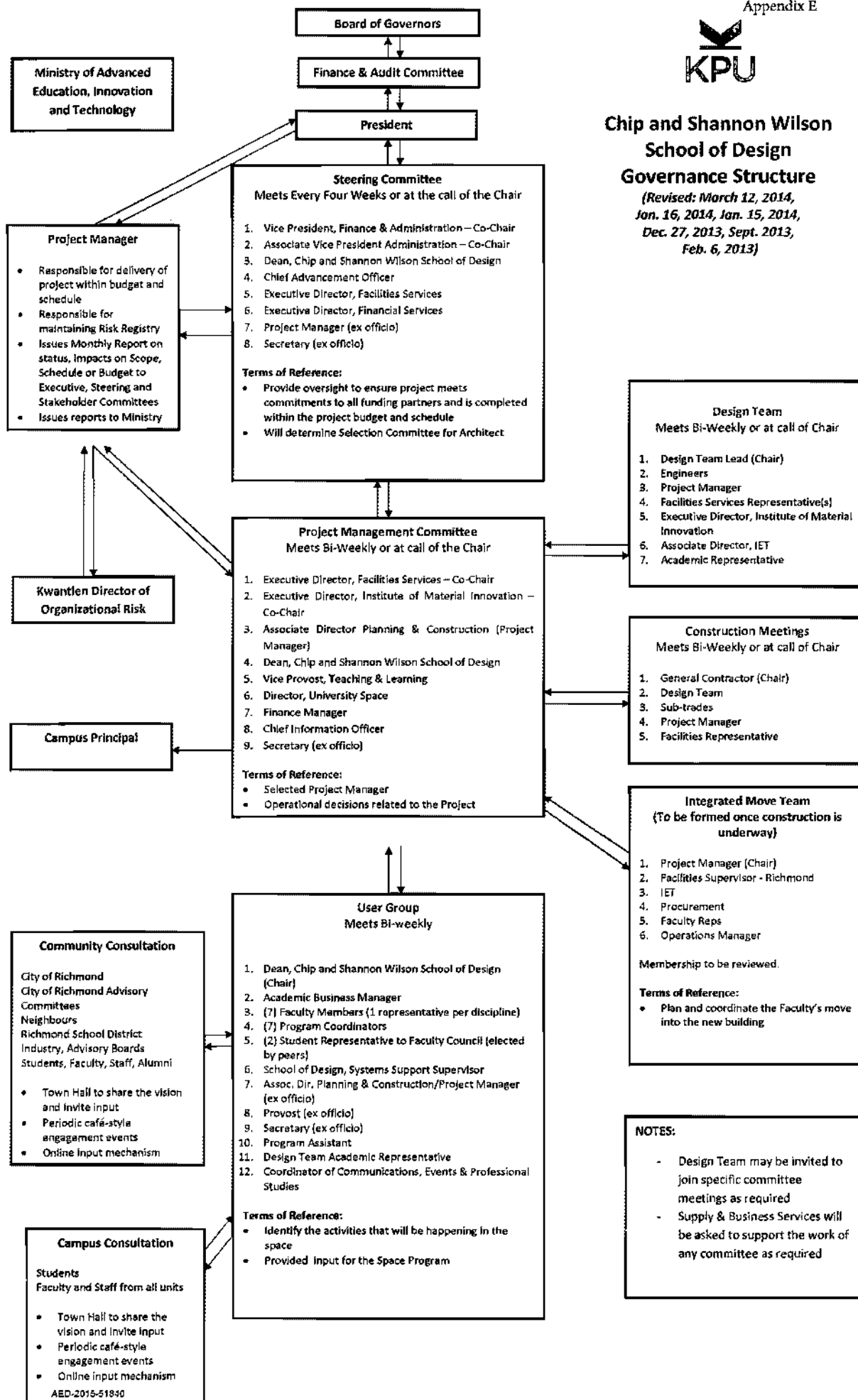
Chip & Shannon Wilson School of Design

Design Consultants

CONSULTANT	FIRM
Architect	KPMB with Public Architecture
Structural	Fast & Epp
Mechanical	AME
Electrical, Security & Lighting	Applied Engineering Solutions
Civil	Core Group Consultants
Energy Engineering	Transsolar
Landscape	PFS Studio
Building Envelope	Morrison Hershfield
Building Code	GHL Consulting Ltd.
Leed/Living Building Challenge	ReCollective
Acoustic Engineer	Daniel Lyzun & Associates
Timber Design	Styxworks, LLC



(Revised: March 12, 2014,
Jan. 16, 2014, Jan. 15, 2014,
Dec. 27, 2013, Sept. 2013,
Feb. 6, 2013)





CHIP & SHANNON WILSON SCHOOL OF DESIGN PROJECT

Terms of Reference

STEERING COMMITTEE

1.0 MANDATE

The purpose of the Project Steering Committee is to provide executive direction and general oversight to ensure the project fulfills commitments to all funding partners and is completed within the approved budget and schedule.

2.0 MEMBERSHIP AND OPERATIONS

2.1 The Committee will be composed of the following:

1. Provost & Vice President Academic – Co-Chair
2. Vice President, Finance & Administration – Co-Chair
3. Chip Wilson
4. Shannon Wilson
5. Dean, Chip and Shannon Wilson School of Design
6. Executive Director, Institute of Material Innovation
7. Chief Advancement Officer
8. Director of Development
9. Executive Director, Facilities Services
10. Executive Director, Financial Services
11. Project Manager (ex officio)

2.2 Resource Persons to the Committee will consist of:

1. Design Team
2. Chief Information Officer
3. Kwantlen personnel from Supply and Business Services, Information and Educational Technology, Research and Scholarship, Library etc.
4. Representative(s) from School of Design as required.
5. Other Service Units as required.

2.3 A majority of Committee members is required to pass a motion.

2.4 A quorum will comprise of four (4) Committee members with a minimum of two (2) representatives from Kwantlen.

3.0 DUTIES AND RESPONSIBILITIES

- 3.1 Provide leadership, guidance and executive level direction on the project vision and goals, including the design concept, sustainability goals and quality objectives of the new building.
- 3.2 Approve the scope and timing of the project and recommend the approval of the capital budget.
 - 3.2.1 Review and approve the Project schedule and monitor progress updates as provided by the project manager in monthly project status reports.
 - 3.2.2 Review and approve the Project budget and monitor progress updates as provided by the project manager in monthly project status reports.
- 3.3 Appoint the committee to select the consultants and project manager. Provide input on the selection criteria for the Design Consultants and Project Manager.
- 3.4 Ensure Ministry funding requirements relating to net area and student FTE capacity are achieved.
 - 3.4.1 Recommend for approval to the Board, or Board Committees, changes that impact net area and/or student FTE capacity.
- 3.5 Establish a Project Management Committee to manage the day-to-day delivery of the project including responsibility for sign-off at design milestones.
- 3.6 Assist in the resolution of significant issues or problems that have a net impact to the project scope, budget or schedule should they arise.
- 3.7 Receive and comment on monthly project status reports submitted by the project manager.
- 3.8 Approve or recommend to the Board or Board Committees matters that impact the overall scope, design, budget or schedule of the Project.

4.0 ACCOUNTABILITY

- 4.1 The Committee will provide minutes of its discussions and decisions to the University Executive on a regular basis.
- 4.2 The Committee will report to the President as appropriate and/or necessary.

5.0 MEETINGS

- | | |
|------------------------|---|
| Frequency of Meetings: | The Committee will hold regular monthly meetings or at the call of the Co-Chairs. The schedule of meetings will be set in advance and adhered to. |
| Time and Duration: | 1-2 hours |
| Agenda/Minutes: | The Co-Chairs will be responsible for drafting the agenda, minutes, and relevant attachments for distribution. |
| Communication: | All communication related to or required beyond regular meetings will flow through the Co-Chairs as per the Communication Plan. Timely responses to requests for information received by e-mail and other means are required. |

PROJECT MANAGEMENT COMMITTEE

1.0 MANDATE

Reporting to the Project Steering Committee, the purpose of the Project Management Committee is to oversee all aspects of project delivery for the new Kwantlen School of Design and to ensure delivery of the completed project on budget and on time within the established parameters of scope and quality.

2.0 MEMBERSHIP AND OPERATIONS

- 2.1 The Committee will include:
 - 1. Executive Director, Facilities – Co-Chair
 - 2. Executive Director, Institute of Material Innovation – Co-Chair
 - 3. Associate Director Planning & Construction
 - 4. Dean, Chip and Shannon Wilson School of Design
 - 5. Deputy Provost & Associate Vice President Academic
 - 6. Vice Provost, Teaching and Learning
 - 7. Director, University Space
 - 8. Finance Manager
 - 9. Information and Educational Technology Representative
 - 10. Project Manager (ex officio)
 - 11. Secretary (ex officio)
- 2.2 Resource Persons to the Committee will consist of:
 - 1. Design Team
 - 2. Director of Development (or Primary Donor Relationship Manager)
 - 3. Director of Marketing & Communications
 - 4. Other Service Units as required
- 2.3 Where possible, the decisions of the Committee will be made by consensus. If consensus cannot be achieved, decision making will be by majority vote. A quorum will comprise of 4 committee members.

3.0 DUTIES AND RESPONSIBILITIES

- 3.1 Consult with User Group Committee members and confirm functional, operational and physical requirements as necessary. Provide regular feedback to the User Group Committee as the project progresses.
 - 3.1.1 Consult with other direct and indirect users of the School of Design (e.g., students, faculty, staff, public, etc.) and regularly provide feedback to these same constituents as the project progresses.
- 3.2 Provide sign-off of the Functional Space Program.
- 3.3 Oversee progress of the Design Team and the translation of the approved Functional Space Program into construction drawings and specifications. Ensure overall alignment with User Committee expectations regarding functional, operational and physical requirements; organizational standards and requirements; and, project vision and goals.

- 3.4 Explore and review major design options with the Design Consultants and consult with the User Committee as required to address facility constraint and/or construction budget issues
- 3.5 Approve changes to existing design guidelines and establish new guidelines as required.
- 3.6 Confirm the list of existing and future programs/services to be accommodated in the assigned space.
- 3.7 Confirm list of equipment requirements (furnishings, fixed and movable equipment).
- 3.8 Provide sign off of Schematic Design, Design Development, and Construction drawings and Specifications.
- 3.9 Provide recommendation to the Steering Committee to proceed to tender compliant with government procurement policies.
- 3.10 Monitor the progress of the project against detailed requirements and project objectives, including sustainability and quality objectives.
- 3.11 Monitor the progress of the project against the approved project scope, cost and schedule. Receive and comment on monthly project status reports submitted by the project manager.
- 3.12 Assist in the resolution of issues or problems that have a net impact to the project scope, budget or schedule should they arise. Direct corrective action as required.
- 3.13 Oversee the effective transition to and start-up of the new facility.

4.0 ACCOUNTABILITY

Project Management Committee Members are appointed by and report to the Project Steering Committee.

5.0 MEETINGS

- | | |
|------------------------|---|
| Frequency of Meetings: | The Committee will hold regular bi-weekly meetings or at the call of the Co-Chairs. The schedule of meetings will be set in advance and adhered to. |
| Time and Duration: | 1-2 hours |
| Agenda/Minutes: | The Co-Chairs will be responsible for drafting the agenda, minutes, and relevant attachments for distribution. |
| Communication: | All communication related to or required beyond regular meetings will flow through the Co-Chairs as per the Communication Plan. Timely responses to requests for information received by e-mail and other means are required. |

USER GROUP COMMITTEE

1.0 MANDATE

Informing the Project Management Committee, the User Group Committee will provide the detailed user input with respect to operational, functional and physical requirements for the new Chip & Shannon Wilson School of Design building.

2.0 MEMBERSHIP AND OPERATIONS

2.1 The Committee will include:

1. Deputy Provost & Associate Vice President Academic – Co-Chair
2. Dean, Chip and Shannon Wilson School of Design – Co-Chair
3. Associate Dean, Chip and Shannon Wilson School of Design
4. Executive Director, Institute of Material Innovation
5. Operations Manager, Chip and Shannon Wilson School of Design
6. 6 Faculty Members (1 representative per discipline)
7. 6 Program Coordinators
8. 2 Student Representative to Faculty Council (elected by peers)
9. Faculty of Design, Systems Support Supervisor
10. Associate Director Planning & Construction (ex officio)
11. Project Manager (ex officio)
12. Provost (ex officio)
13. Secretary (ex officio)
14. Program Assistant

2.2 Resource Persons to the Committee will consist of:

1. Other Service Units as required
2. Design Team

2.3 Where possible, the decisions of the Committee will be made by consensus. If consensus cannot be achieved, decision making will be by majority vote. A quorum will comprise of 8 committee members.

3.0 DUTIES AND RESPONSIBILITIES

- 3.1 To gather information from School of Design departments and inform the Project Management Team about the requirements for the School of Design building.
- 3.2 Meet with the Functional Space Program consultant to provide input of requirements to complete the Functional Space Program.
- 3.3 Review and provide comment on drawings at major design milestones.

- 3.4 Identify existing and future programs/services to be accommodated in the new building.
- 3.5 Complete an inventory of equipment requirements (furnishings, fixed and movable equipment). Identify items for re-use, replacement or new requirements.
- 3.6 Participate in the effective transition to and start-up of the new facility.

4.0 ACCOUNTABILITY

User Group Committee Members are appointed by Provost.

5.0 MEETINGS

Frequency of Meetings: The Committee will hold regular bi-weekly meetings or at the call of the Co-Chairs. The schedule of meetings will be set in advance and adhered to.

Time and Duration: 1-2 hours

Agenda/Minutes: The Co-Chairs will be responsible for drafting the agenda, minutes, and relevant attachments for distribution.

Communication: All communication related to or required beyond regular meetings will flow through the Co-Chairs as per the Communication Plan. Timely responses to requests for information received by e-mail and other means are required.

Communications Activities

Open House – Aug. 20 2013

Attendees included faculty, staff and students from a variety of KPU academic and services units, representatives from the Design team, the donors and the public. Attendees viewed renderings of the building's exterior, floor layouts, a video of the interior and scale model of the proposed building.

Letters to Neighbours

Letters, in English and Chinese, were emailed to the strata property managers of 10 surrounding multi-family hi-rise and low-rise housing condominiums plus Lansdowne Mall in November and December 2013. The letters announced the new Wilson School of Design and advised on what might be expected in terms of timeline, noise, dust, etc.

Website

<http://www.kpu.ca/facilities/wilson-school-of-design>

A public website was created to provide general information and updates on the project, project progress, and including public announcements regarding campus changes such as to entrances, parking, and the loading dock. On the main page of the website is a link to a webcam which was installed to allow anyone to watch project process live.

AVED Quarterly Reports

For the period beginning on April 1, 2013, five quarterly reports have been prepared and submitted to the Ministry of Advanced Education (AVED).

Community Updates

Two comprehensive update briefings (December 2013 and June 2014) were circulated to the project's governance committees (Steering, Project Management and User Group), KPU's Academic and Administrative Councils, the university's executive, the department of External Affairs, the Wilson School of Design, the Kwantlen Faculty Association, the Kwantlen Student Association, the BCGEU and AVED.

Project Room

Approximately 30m² of space in the Atrium of the Richmond campus on the first floor of the existing building has been allocated to project communication. Located in a highly visible area of the campus near Student Services and the Bookstore, the Project Room has tackable surfaces for posting information such as images, layouts, renderings and other items. The Project Room is an interactive space which allows interested parties to post comments and provide feedback. For example, in the Spring 2014 semester a prototype storage unit for student use was installed in the project room for students to try out and provide input. The room has the capacity to install technology to allow viewing of videos, slideshows and to solicit input via surveys, etc., as required.

Consultations

Charettes

In addition to input from stakeholder committees five charettes were conducted at the Richmond and Surrey campuses to gain collaborative input on the building's design from representatives of the Steering and Project Management committees, the User group, the Design team, faculty, staff and students of the Wilson School of Design.

Architectural Design Team Meetings and Joint Project Management Committee

Bi-weekly Design Team meetings were facilitated in an integrated design approach with architects, consultants and KPU academic and facilities services representatives. Sub-committees met alternate weeks.

In addition the Project Management committee met with the representatives from Public Architecture and KPMB Architects on three occasions during the design period; October 7, 2013, November 12, 2013 and February 6, 2014.

The purpose of these meetings was to:

- Ensure mutual understanding of project objectives
- Reflectively review project commitments
- Assess progress on commitments
- Identify issues or information gaps requiring attention

Mino, Lise MTIC:EX

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 3:11 PM
To: 'Craig Regan'
Cc: Karen Hearn; McMahon, Alana AVED:EX; Aitken, Cathy M AVED:EX
Subject: FW: KPU School of Design Project Board meeting # 3 - Nov 7, 2014

Importance: High
Sensitivity: Confidential

Hi Craig,

My apologies, I should have included you on this email as well.

Catherine

From: Nickerson, Catherine M AVED:EX
Sent: Thursday, November 6, 2014 2:58 PM
To: Plecas, Bobbi AVED:EX; Gordon.Lee@kpu.ca; Karen.Hearn@kpu.ca; Aitken, Cathy M AVED:EX; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX
Cc: Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX; Aitken, Cathy M AVED:EX
Subject: KPU School of Design Project Board meeting # 3 - Nov 7, 2014
Importance: High
Sensitivity: Confidential

Good afternoon,

Attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #3 to be held on Friday, Nov 7, 2014.

s.13,s.17

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

Tel: (250) 356-7896 Mobile: s.17

Fax: (250) 356-7922

Email: Catherine.Nickerson@gov.bc.ca

PROJECT BOARD MEETING # 3
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	November 7, 2014
TIME:	3:00 PM- 4:30 PM
LOCATION:	Victoria participants: s.15 Vancouver participants: s.15 Please note that when you arrive, you will need to ring the doorbell to the left when exiting the elevator on the 7 th floor. You will be met by a staff member who will answer the door and will provide you with an access card to the telepresence room. Teleconference Dial-In: s.15 Moderator: Catherine

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Previous Minutes (5 min)	For Decision	Kevin Brewster
1. Project Decision Tree (10 min)	Information/ Discussion	Kevin Brewster
2. Project Status Update (50 min) <ul style="list-style-type: none"> Negotiation with Lowest Bidder s.13,s.17 Communication Next Steps 	For Decision	Karen Hearn
3. Communication (10 min)	Information/ Discussion	Karen Hearn
4. Next Steps (10 min) a. Upcoming Meetings: TBD	For Decision	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Assistant Vice-President, Partnership BC	250 475-4666

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

PROJECT BOARD MEETING # 2
Kwantlen Polytechnic University (KPU)
Chip and Shannon Wilson School of Design (Wilson School of Design)

Draft Minutes

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
 Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
 Gordon Lee (Vice-Chair), Vice-President Finance & Administration, Kwantlen Polytechnic University
 Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
 Kristan Ash, Board of Governors, Kwantlen Polytechnic University
 Michael Houle, Assistant Vice-President, Partnerships BC
 Karen Hearn, Executive Director, Facilities Services, Kwantlen Polytechnic University
 Catherine Nickerson, Director, Ministry of Advanced Education

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
 Cathy Aitken, Manager, Ministry of Advanced Education

	TOPIC	ACTION	STATUS
1.	Adoption of the Agenda Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i> Motion #1 moved by Gordon Lee; second by Bobbi Plecas; Motion #1 passed.		
2.	Approval of Minutes Motion #2 <i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #1."</i> Motion #2 moved by Gordon Lee; second by Bobbi Plecas; Motion #2 passed.		
3.	Project Board Status Update: Karen Hearn presented the Project Status Update including: o Negotiations to date s.13,s.14,s.17		

	<ul style="list-style-type: none"> ○ Risks/mitigation strategies ○ Schedule update (program implications) ○ Budget update <p>Action: s.13,s.17</p> <p>Provide update on Negotiations.</p>	Karen Hearn	In progress
		Karen Hearn	Complete
5.	<p>Communication Plan</p> <p>Karen Hearn provided an overview of the Communication Plan.</p>		
6.	<p>Donor Agreement</p> <p>Karen Hearn provided an overview and update on the Donor Agreement.</p>		
s.13,s.17		Karen Hearn	Complete
		Karen Hearn	Complete
10.	<p>Next Steps:</p> <p>Upcoming Meetings:</p> <p>November 7, 2014</p> <p>Motion #4</p> <p><i>“Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting”.</i></p> <p><i>Motion #4 moved by Kristen Ash; second by Bruce Wendel; Motion #4 passed.</i></p>		

Page 391

Withheld pursuant to/removed as

s.13;s.17

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX on behalf of Nickerson, Catherine M AVED:EX
Sent: Wednesday, May 20, 2015 5:59 PM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray; bwendel@alliedblower.com'; Dale, Raman FIN:EX; 'Karen Hearn; Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; Aitken, Cathy M AVED:EX
Cc: 'Gidget Maguire'; 'Sandi Klassen'; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: KPU School of Design Project Board meeting # 7 - materials
Attachments: Agenda (DRAFT) CSWSOD Project Board Agenda - May 22 2015.docx; Att 1 DRAFT CSWSOD Project Board Minutes Meeting #6 - March 26 2015.docx; Att 2 - CSWSOD Project Board Status Report #7.pdf; Att 2 - App 1 ASWR 111 Re-Design - Revised Schedule.pdf; Att 2 - App 2 CSWSOD Project Budget Estimate May 14 2015.pdf; Att 2 - App 3 ASWR.111 Re-Design - Base Scopes.pdf; Att 2 - App 3 ASWR.112 Re-Design - Additional Scopes.pdf; Att 2 - App 4 Preliminary downward scope ladder.pdf; Att 3 - W5F - Donor Commitment Letter - 2015-01-27.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,

Please find the attached documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design Project Board Meeting #7, to be held on Friday, May 22, 2015.

Draft Agenda

Attachment 1 - Draft Minutes of Project Board Meeting #6
Attachment 2 - Project Status Report #7
Attachment 2 - Appendix 1 - ASWR 111 Re-Design - Revised Schedule
Attachment 2 - Appendix 2 - CSWSOD Project Budget Estimate May 14 2015
Attachment 2 - Appendix 3 - ASWR.111 Re-Design - Base Scopes
Attachment 2 - Appendix 3 - ASWR.112 Re-Design - Additional Scopes
Attachment 2 - Appendix 4 - Preliminary downward scope ladder
Attachment 3 - Wilson 5 Foundation Donor Commitment Letter - Jan. 27, 2015

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education
s.17

Tel: (250) 356-7896 Mobile: Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

PROJECT BOARD MEETING # 7
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	May 22, 2015
TIME:	1:00 PM- 2:30 PM
LOCATION:	Victoria participants: s.15 Teleconference Dial-in: s.15 : Moderator: Kevin

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Minutes (5 min) a. Meeting Minutes #6 (Attachment 1)	For Decision	Kevin Brewster
3. Government approval update (5 min)	Information	Kevin Brewster
4. Project Status Update (30 min) a. CSWSOD Project Board Status Report #7 (Attachment 2) b. Revised Schedule (App 1) c. Revised Project Budget (App 2) d. Architectural Additional Services Work (App 3)	Information	Karen Hearn
5. Downward Scope Ladder (15 min) (Attachment 2, App 4)	Information/ Discussion	Karen Hearn
6. Approval to award the contract for Construction Manager services (10 min)	For Decision	Karen Hearn
7. Approval to award the Architectural contract for re-design services (10 min)	For Decision	Karen Hearn
8. Approval to award the Contract for Quantity Surveyor Services (5 min)	For Decision	Karen Hearn
9. Next Steps (5 min) • Upcoming Project Board Meetings ○ TBD	Information	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Assistant Deputy Minister, Ministry of Advanced Education	250 952-7410
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Harry Gray	Associate Vice-President Administration, Kwantlen Polytechnic University	604 599-2066
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnerships BC	250 475-4666
Karen Milli	Alternate Member, Assistance Vice-President, Partnerships BC	250 475-4669

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097



Ministry of Advanced Education

PROJECT BOARD MEETING # 6 Kwantlen Polytechnic University (KPU) Chip and Shannon Wilson School of Design (Wilson School of Design)

DRAFT Minutes – March 26, 2015

PRESENT:

Kevin Brewster (Chair), Assistant Deputy Minister, Ministry of Advanced Education
Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
Harry Gray, Associate Vice-President, Administration, Kwantlen Polytechnic University
Karen Hearn, Chief Project Officer, Kwantlen Polytechnic University
Karen Mill, Alternate Member, Assistant Vice President, Partnerships BC
Catherine Nickerson (Secretariat), Director, Ministry of Advanced Education

ABSENT:

Michael Houle, Vice-President, Partnerships BC
Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
Kristan Ash, Board of Governors, Kwantlen Polytechnic University

GUEST:

Raman Dale, Treasury Board Analyst, Ministry of Finance

	TOPIC	ACTION	STATUS
1.	Adoption of the Agenda Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda of Project Board Meeting #6."</i> Motion #1 moved by Harry Gray; second by Bobbi Plecas; Motion #1 passed.		

2.	<p>Approval of Minutes</p> <p>Motion #2</p> <p><i>"Be It resolved that the Wilson School of Design Project Board approves the Revised Minutes of Project Board Meeting #2 ."</i></p> <p>Motion #2 moved by Bobbi Plecas, with date added; second by Karen Mill;</p> <p>Motion #2 passed.</p> <p>Motion #3</p> <p><i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #5 ."</i></p> <p>Motion #3 moved by Bobbi Plecas, with date added and revision to Harry Gray's title; second by Harry Gray;</p> <p>Motion #3 passed.</p>		
3.	<p>Government approval update</p> <ul style="list-style-type: none"> Treasury Board has approved the request to proceed with re-procurement (Re-design, Bid, Build), with conditions Formal approval is forthcoming 		
4.	<p>Project Status Update</p> <ul style="list-style-type: none"> KPU to advise AVED communications when the RFPs are to be posted 	Karen Hearn	Ongoing
5.	<p>Next Steps</p> <ul style="list-style-type: none"> Upcoming Project Board Meeting: May 22, 2015 <p>Motion #4</p> <p><i>"Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</i></p> <p>Motion #4 moved by Bobbi Plecas; second by Harry Gray;</p> <p>Motion #4 passed.</p>		

KPU CHIP & SHANNON WILSON SCHOOL OF DESIGN

Appendix 1

Revised Project Schedule - DRAFT April 24, 2015

ID	Task Name	Duration	Start	Finish
1	Project Re-Initiation	36 days	Wed 4/1/15	Fri 5/22/15
2	Publish RFP Pre- Construction Management (CM) Services	2 wks	Mon 4/6/15	Fri 4/17/15
3	Close RFP's	13 days	Fri 4/10/15	Tue 4/28/15
4	Evaluation of submissions	3 days	Wed 4/29/15	Fri 5/1/15
5	Interview short listed firms	1 day	Wed 5/6/15	Wed 5/6/15
6	Receive fee proposal for Architectural Redesign Services	1 mon	Wed 4/1/15	Tue 4/28/15

s.17, s.21

8	Revised Redesign Services Fee Proposal	1 mon	Fri 4/3/15	Tu 4/28/15
9	Approvals to award QS, CM and Redesign (PB)	2 wks	Thu 5/7/15	Fri 5/22/15
10	Redesign	150 days	Mon 6/8/15	Wed 1/13/16
11	Redesign Phase R1 - DD	50 days	Thu 6/11/15	Fri 8/14/15
12	All Consultants Redesign Kick-off Meeting	1 day	Thu 6/11/15	Thu 6/11/15
13	Redesign Concept Definition Report	6 wks	Mon 6/8/15	Fri 7/17/15
14	Submit Owner Initiated Changes	0 days	Fri 6/26/15	Fri 6/26/15
15	Redesign Cost Review	2 wks	Mon 7/20/15	Fri 7/31/15
16	KPU Technical Review	1 wk	Mon 8/3/15	Fri 8/7/15
17	Revised Redesign Concept Definition Report	1 wk	Mon 8/10/15	Fri 8/14/15
18	Redesign Phase R2 - CDs	100 days	Fri 8/14/15	Wed 1/13/16
19	Prepare & Coordinate Construction Documents	15 wks	Mon 8/17/15	Fri 11/27/15
20	Finalize Owner Initiated Changes	0 days	Fri 8/14/15	Fri 8/14/15
21	90% Cost Estimate	2 wks	Mon 11/16/15	Fri 11/27/15
22	90% Document Review	2 wks	Mon 11/16/15	Fri 11/27/15
23	Approvals to proceed to tender (PB/KPU BoG)	4 wks	Mon 11/30/15	Wed 1/6/16
24	Final Coordination & Tender Document Prep	5 wks	Mon 11/30/15	Wed 1/13/16
25	Issue Revised Building Permit Docs	0 days	Wed 1/13/16	Wed 1/13/16
26	Issue Tender Documents	0 days	Wed 1/13/16	Wed 1/13/16
27	Procurement	61 days	Wed 1/13/16	Thu 4/7/16
28	Post Tender Documents to BC Bid	0 days	Wed 1/13/16	Wed 1/13/16
29	Tender Process	4 wks	Thu 1/14/16	Wed 2/10/16
30	Tender Close	1 day	Thu 2/11/16	Thu 2/11/16
31	Approval to award (PB/TB/KPU BoG)	4 wks	Fri 2/12/16	Thu 3/10/16
32	Notice of Award	0 days	Thu 3/10/16	Thu 3/10/16
33	Contract Assemble, Submittals, Review and Execution	4 wks	Fri 3/11/16	Thu 4/7/16
34	Construction	450 days	Fri 4/8/16	Thu 12/28/17
35	Mobilization	2 wks	Fri 4/8/16	Thu 4/21/16
36	Construction (substantial completion)	19 mons	Fri 4/22/16	Thu 10/5/17
37	Commissioning (LEED)	10 wks	Fri 8/11/17	Thu 10/19/17
38	Occupancy & Substantial Completion	0 days	Thu 10/5/17	Thu 10/5/17
39	Construction Completion and Deficiencies	12 wks	Fri 10/6/17	Thu 12/28/17
40	LEED Construction Documents Submission	8 wks	Fri 10/6/17	Thu 11/30/17
41	Project Acceptance + Turnover	60 days	Fri 10/6/17	Thu 12/28/17
42	FF&E	12 wks	Fri 10/6/17	Thu 12/28/17
43	Training	8 wks	Fri 10/6/17	Thu 11/30/17
44	Move In	4 wks	Fri 12/1/17	Thu 12/28/17
45	Start of Classes	0 days	Wed 1/3/18	Wed 1/3/18

Page 398

Withheld pursuant to/removed as

s.21;s.17

Additional Services Work Request

KPMB

ASWR No. 111

To: Kwantlen Polytechnic University

Attn: Craig Regan, Director, Facilities Planning & Construction

From: Geoffrey Turnbull

Project: Chip and Shannon Wilson School of Design

Proj no. 1514

Date: 14 May 2015

Pg 1 of 3

1.0 Assumptions

- 1.1 This request is based on the draft schedule, KPU CSWSOD Revised Project Schedule - DRAFT, attached.
- 1.2 "Political Work" is defined as services related to: rezoning, community consultation, environmental officials or other government officials, by-law amendments, or Official Plan amendments, and is to be done on an hourly basis as required.
- 1.3 Fundraising and marketing is excluded from the scope of service and invoiced at our hourly rates, as required.
- 1.4 Once the scope and schedule have been finalized, we will provide a quote for the balance of the work for this project, beyond the re-design phase.

2.0 Base Scope Definition

- 2.1 This request addresses three (3) areas of scope that together comprise the Base Scope of redesign work for the Chip and Shannon Wilson School of Design project at KPU. These three scopes are:
 - 1. Redesign composite wood/concrete floor system
 - a. Revise precast concrete specification to allow for the substitution of cast-in-place concrete.
 - b. Change precast concrete floor panels to engineered wood or cement board panels.
 - c. Revise the specification for the engineered wood floor panels to allow for alternate engineered wood panel products (LVL, CLT & GLT).

Requested by: Geoffrey Turnbull

Estimated Cost: s.17,s.21 plus applicable expenses and taxes

Approved:

Kwantlen Polytechnic University

KPMB Architects

Date

14 May 2015

Date

Please sign the enclosed copy and return it to us at your earliest convenience to facilitate progress on this work.

2. Redesign in-floor HVAC ductwork displacement system
 - a. Delete in-slab ductwork, exterior dampers and associated building controls for east, west and south facades.
 - b. Add ventilation air distribution ducts.
 - c. Delete outdoor air ventilators on east and south facades.
3. Redesign unitized double wall curtain wall system
 - a. Delete west exterior double facade glass screen and supports on Levels L1 – L3.
 - b. Redesign exterior solar shading system to work with new facade design.

3.0 Fee for Additional Work

s.17,s.21

3.1 Architectural Re-Design Services.

3.2 Allowance for Sub-Consultant Re-Design Services ¹

3.3 Total

3.4 Estimated allowance for Reimbursable Expenses through the Re-Design Phase ²

Notes:

- ⁽¹⁾ Sub-Consultant Fee Proposals are not available at the time of writing of this AWSR. This Allowance estimates the total value of sub-consultant work required for the re-design. Any unused portion of the Allowance will be added to the Allowance for Work beyond Basic Scopes in AWSR 112, maintaining the Maximum Up-Set Limit in AWSR 112.
- ⁽²⁾ Expenses are in addition to the fees quoted and will be invoiced in accordance with the terms of the Prime Agreement.

Additional Services Work Request

KPMB

ASWR No. 112

To: Kwantlen Polytechnic University

Attn: Craig Regan, Director, Facilities Planning & Construction

From: Geoffrey Turnbull

Project: Chip and Shannon Wilson School of Design

Proj no. 1514

Date: 14 May 2015

Pg 1 of 2

1.0 Assumptions

- 1.1 This request is based on the draft schedule, KPU CSWSOD Revised Project Schedule - DRAFT, attached.
- 1.2 "Political Work" is defined as services related to: rezoning, community consultation, environmental officials or other government officials, by-law amendments, or Official Plan amendments, and is to be done on an hourly basis as required.
- 1.3 Fundraising and marketing is excluded from the scope of service and invoiced at our hourly rates, as required.

2.0 Additional Scope Definition

- 2.1 This section references the Base Scope of redesign work, elucidated in ASWR 111, Section 2.0 Base Scope Definition.
- 2.2 It is anticipated that areas of redesign scope may arise in the due course of investigation and collaborative decision making defined in the Base Scope. These areas of scope beyond the Base Scope, subject to client approval, will be called Additional Scope(s).
- 2.3 It is proposed that all work associated with Additional Scope(s) be billed at hourly rates, in accordance with the terms of the Prime Agreement, to a maximum defined as the Allowance for Additional Scopes.
- 2.4 The Allowance for Additional Scopes in addition to the value of ASWR 111 define a Maximum Up-Set Limit for the redesign work associated with Chip and Shannon Wilson School of Design project.

3.0 Fee for Additional Work

s.17,s.21

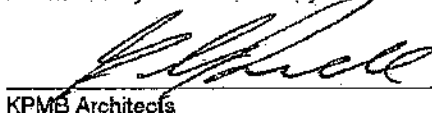
- 3.1 Allowance for Additional Scopes.
- 3.2 Maximum Up-Set Limit (combined value of ASWR 111 + ASWR 112)
- 3.3 Maximum Up-Set Limit for Architectural fees within ASWR 111 + ASWR 112

Requested by: Geoffrey Turnbull

Estimated Cost: s.17,s.21 plus applicable expenses and taxes

Approved:

Kwantlen Polytechnic University


KPMB Architects

Date

14 May 2015
Date

Please sign the enclosed copy and return it to us at your earliest convenience to facilitate progress on this work.

Page 402

Withheld pursuant to/removed as

s.13;s.17

Page 403 to/à Page 406

Withheld pursuant to/removed as

Copyright

Page 407

Withheld pursuant to/removed as

s.12

Mino, Lise MTIC:EX

From: McMahan, Alana AVED:EX on behalf of Nickerson, Catherine M AVED:EX
Sent: Thursday, May 21, 2015 11:00 AM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray; bwendei@alliedblower.com;
Dale, Raman FIN:EX; 'Karen Hearn; Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX;
Aitken, Cathy M AVED:EX
Cc: 'Gidget Maguire'; 'Sandi Klassen'; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: KPU School of Design Project Board meeting # 7 - additional materials
Attachments: CSWSOD Power Point Presentation May 22 2015.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Good morning,

Please see the attached PowerPoint presentation for tomorrow's meeting.

Thank you,

Catherine Nickerson
Project Board Secretariat

From: McMahan, Alana AVED:EX **On Behalf Of** Nickerson, Catherine M AVED:EX
Sent: Wednesday, May 20, 2015 5:59 PM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray; bwendei@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn; Brewster, Kevin AVED:EX; Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; Aitken, Cathy M AVED:EX
Cc: 'Gidget Maguire'; 'Sandi Klassen'; Shang, Cindy AVED:EX; Fountain, Kathy B AVED:EX
Subject: KPU School of Design Project Board meeting # 7 - materials

Good afternoon,

Please find the attached documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design Project Board Meeting #7, to be held on Friday, May 22, 2015.

Draft Agenda

Attachment 1 - Draft Minutes of Project Board Meeting #6
Attachment 2 - Project Status Report #7
Attachment 2 – Appendix 1 - ASWR 111 Re-Design - Revised Schedule
Attachment 2 – Appendix 2 - CSWSOD Project Budget Estimate May 14 2015
Attachment 2 – Appendix 3 - ASWR.111 Re-Design - Base Scopes
Attachment 2 – Appendix 3 - ASWR.112 Re-Design - Additional Scopes
Attachment 2 – Appendix 4 - Preliminary downward scope ladder
Attachment 3 - Wilson 5 Foundation Donor Commitment Letter – Jan. 27, 2015

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17

Tel: (250) 356-7896 Mobile: . . . Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

Mino, Lise MTIC:EX

From: McMahon, Alana AVED:EX
Sent: Wednesday, March 25, 2015 3:32 PM s.22
To: Houle, Michael PSBC:EX; 'Harry Gray; bwendel@alliedblower.com; Dale, Raman FIN:EX; 'Karen Hearn; Brewster, Kevin AVED:EX; Plecas, Bobbi AVED:EX; Aitken, Cathy M AVED:EX
Cc: 'Gidget Maguire'; 'Sandi Klassen'; Fountain, Kathy B AVED:EX; Duckmanton, Judi AVED:EX
Subject: KPU School of Design Project Board meeting # 6 - materials
Attachments: DRAFT CSWSOD Project Board Agenda - Mar 26 2015.docx; Att 1 - DRAFT CSWSOD Project Board Minutes #2(Rev) - October 24 2014.docx; Att 2 - DRAFT CSWSOD Project Board Minutes Meeting #5 - Dec 1 2014.docx; Att 3 - CSWSOD Project Board Status Report #6.docx; Att 4 - 2015 03 17 Project Information CSWSOD.DOCX

Good afternoon,

Please find the attached documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design Project Board Meeting #6, to be held on Thursday, March 26, 2015.

Draft Agenda

Attachment 1 - Revised Minutes of Project Board Meeting #2
Attachment 2 - Draft Minutes of Project Board Meeting #5
Attachment 3 - Project Status Report #6
Attachment 4 - Communication to Donor

Should you have any questions, please contact me at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

Catherine Nickerson
Project Board Secretariat

Catherine Nickerson, Architect AIBC, MRAIC, LEED AP
Director, Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education

s.17
Tel: (250) 356-7896 Mobile: Fax: (250) 356-7922
Email: Catherine.Nickerson@gov.bc.ca

PROJECT BOARD MEETING # 6
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	March 26, 2015
TIME:	2:00 PM- 3:00 PM
LOCATION:	Victoria participants: s.15 Teleconference Dial-in: s.15 Moderator: Catherine

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Minutes (5 min) <ul style="list-style-type: none"> a. Revised Meeting Minutes #2 <i>(Attachment 1)</i> b. Meeting Minutes #5 <i>(Attachment 2)</i> 	For Decision	Kevin Brewster
3. Government approval update (10 min)	Information	Kevin Brewster
4. Project Status Update (30 min) <i>(Attachment 3)</i> <ul style="list-style-type: none"> • Communication to Donor <i>(Attachment 4)</i> 	Information	Karen Hearn
5. Next Steps (10 min) <ul style="list-style-type: none"> • Upcoming Project Board Meetings <ul style="list-style-type: none"> ○ April 28, 2015 - TBC 	Information	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Assistant Deputy Minister, Ministry of Advanced Education	250 952-7410
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Harry Gray	Alternate Member , Associate Vice-President Human Resources, Kwantlen Polytechnic University	604 599-2066
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnerships BC	250 475-4666
Karen Mill	Alternate Member, Assistance Vice-President, Partnerships BC	250 475-4669

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

PROJECT BOARD MEETING # 2
Kwantlen Polytechnic University (KPU)
Chip and Shannon Wilson School of Design (Wilson School of Design)
Draft Minutes (Revised)

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
 Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
 Gordon Lee (Vice-Chair), Vice-President Finance & Administration, Kwantlen Polytechnic University
 Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
 Kristan Ash, Board of Governors, Kwantlen Polytechnic University
 Michael Houle, Vice-President, Partnerships BC
 Karen Hearn, Executive Director, Facilities Services, Kwantlen Polytechnic University
 Catherine Nickerson, Director, Ministry of Advanced Education

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
 Cathy Aitken, Manager, Ministry of Advanced Education

	TOPIC	ACTION	STATUS
1.	<p>Adoption of the Agenda</p> <p>Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i></p> <p>Motion #1 moved by Gordon Lee; second by Bobbi Plecas; Motion #1 passed.</p>		
2.	<p>Approval of Minutes</p> <p>Motion #2 <i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #1."</i></p> <p>Motion #2 moved by Gordon Lee; second by Bobbi Plecas; Motion #2 passed.</p>		
3.	<p>Project Board Status Update: Karen Hearn presented the Project Status Update including:</p> <ul style="list-style-type: none"> o Negotiations to date <p>s.13,s.14,s.17</p>		

	<ul style="list-style-type: none"> ○ Risks/mitigation strategies ○ Schedule update (program implications) ○ Budget update ○ Recommendations and next steps <p>Action: s.13,s.17</p>	Karen Hearn	Complete
	Provide update on Negotiations.	Karen Hearn	Complete
5.	Communication Plan Karen Hearn provided an overview of the Communication Plan.		
6.	Donor Agreement Karen Hearn provided an overview and update on the Donor Agreement.		
7.	s.13,s.17	Karen Hearn	Complete
8.			
9.		Karen Hearn	Complete
10.	<p>Next Steps: Upcoming Meetings: November 7, 2014</p> <p>Motion #4 "Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</p> <p>Motion #4 moved by Kristen Ash; second by Bruce Wendel; Motion #4 passed.</p>		

PROJECT BOARD MEETING # 5
Kwantlen Polytechnic University (KPU)
Chip and Shannon Wilson School of Design (Wilson School of Design)

Draft Minutes

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
 Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
 Harry Gray (Alternate Member), Acting Vice-President Administration, Kwantlen Polytechnic University
 Karen Hearn, Chief Project Officer, Kwantlen Polytechnic University
 Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
 Kristan Ash, Board of Governors, Kwantlen Polytechnic University
 Karen Mill, Alternate Member, Assistant Vice President, Partnerships BC
 Catherine Nickerson (Secretariat), Director, Ministry of Advanced Education

ABSENT:

Michael Houle, Vice-President, Partnerships BC

GUEST:

Raman Dale, Treasury Board Analyst, Ministry of Finance

	TOPIC	ACTION	STATUS
1.	Adoption of the Agenda Adopted		
2.	Approval of Minutes Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #4."</i> Motion #1 moved by Kristen Ash; second by Bobbi Plecas; Motion #1 passed.		
3.	Direction from Secretary to Treasury Board s.12,s.13,s.17		
4.	Project Status Update <ul style="list-style-type: none"> September start of classes versus January start will require interim plans for program delivery. 	Karen Hearn	Ongoing

5.	<p>Next Steps</p> <ul style="list-style-type: none"> Upcoming Project Board Meeting: March 26, 2015 <p>Motion #2 <i>"Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</i></p> <p><i>Motion #2 moved by Bobbi Plecas; second by Kristen Ash; Motion #2 passed.</i></p>		
----	--	--	--

Page 417 to/à Page 424

Withheld pursuant to/removed as

Copyright

PROJECT BOARD MEETING # 4
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	November 24, 2014
TIME:	10:00 AM- 12:00 PM
LOCATION:	Victoria participants: s.15 Vancouver participants: Teleconference Dial-in: s.15 Moderator: Catherine

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Revised Previous Minutes (10 min) a. Meeting #2 October 24, 2014 (Revised) b. Meeting #3 November 7, 2014	For Decision	Kevin Brewster
3. Report to Secretary to Treasury Board (10 min)	Information	Kevin Brewster
4. Project Status Update (60 min) • Analysis of Tender Results • Negotiation with Lowest Bidder s.13,s.17	Information/ Discussion	Karen Hearn
5. Next Steps (5 min) • Meeting - Report to Secretary to Treasury Board • Upcoming Project Board Meetings: ○ December 1	Information/ Discussion	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee (Vice-Chair)	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Harry Gray	Alternate Member , Acting Vice-President Administration, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnership BC	250 475-4666

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

PROJECT BOARD MEETING # 2
Kwantlen Polytechnic University (KPU)
Chip and Shannon Wilson School of Design (Wilson School of Design)
Draft Minutes (Revised)

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
 Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
 Gordon Lee (Vice-Chair), Vice-President Finance & Administration, Kwantlen Polytechnic University
 Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
 Kristan Ash, Board of Governors, Kwantlen Polytechnic University
 Michael Houle, Vice-President, Partnerships BC
 Karen Hearn, Executive Director, Facilities Services, Kwantlen Polytechnic University
 Catherine Nickerson, Director, Ministry of Advanced Education

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
 Cathy Aitken, Manager, Ministry of Advanced Education

	TOPIC	ACTION	STATUS
1.	<p>Adoption of the Agenda</p> <p>Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i></p> <p>Motion #1 moved by Gordon Lee; second by Bobbi Plecas; Motion #1 passed.</p>		
2.	<p>Approval of Minutes</p> <p>Motion #2 <i>"Be It resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #1."</i></p> <p>Motion #2 moved by Gordon Lee; second by Bobbi Plecas; Motion #2 passed.</p>		
3.	<p>Project Board Status Update: Karen Hearn presented the Project Status Update including:</p> <ul style="list-style-type: none"> o Negotiations to date <p>s.13,s.14,s.17</p>		

	<ul style="list-style-type: none"> ○ Risks/mitigation strategies ○ Schedule update (program implications) ○ Budget update ○ Recommendations and next steps <p>Action: s.13,s.17</p> <p>Provide update on Negotiations.</p>	Karen Hearn	Complete
		Karen Hearn	Complete
5.	<p>Communication Plan</p> <p>Karen Hearn provided an overview of the Communication Plan.</p>		
6.	<p>Donor Agreement.</p> <p>Karen Hearn provided an overview and update on the Donor Agreement.</p>		
7.	s.13,s.17	Karen Hearn	Complete
8.			
9.		Karen Hearn	Complete
10.	<p>Next Steps:</p> <p>Upcoming Meetings:</p> <p>November 7, 2014</p> <p>Motion #4</p> <p><i>"Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</i></p> <p><i>Motion #4 moved by Kristen Ash; second by Bruce Wendel; Motion #4 passed.</i></p>		

PROJECT BOARD MEETING # 3
Kwantlen Polytechnic University (KPU)
Chip and Shannon Wilson School of Design (Wilson School of Design)
Draft Minutes

PRESENT:

Kevin Brewster (Chair), Executive Lead, Ministry of Advanced Education
 Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
 Gordon Lee (Vice-Chair), Vice-President Finance & Administration, Kwantlen Polytechnic University
 Craig Regan (Alternate CPO), Director, Planning and Construction, Kwantlen Polytechnic University
 Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
 Kristan Ash, Board of Governors, Kwantlen Polytechnic University
 Michael Houle, Vice-President, Partnerships BC
 Catherine Nickerson (Secretariat), Director, Ministry of Advanced Education

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
 Cathy Aitken, Manager, Ministry of Advanced Education

ABSENT:

Karen Hearn (CPO), Executive Director, Facilities Services, Kwantlen Polytechnic University

	TOPIC	ACTION	STATUS
1.	Adoption of the Agenda Motion #1 <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i> Motion #1 moved by Gordon Lee; second by Bobbi Plecas; Motion #1 passed.		
2.	Approval of Minutes Motion #2 <i>"Be it resolved that the Wilson School of Design Project Board approves the Minutes of Project Board Meeting #2."</i> Revisions Required Motion #2 deferred to next meeting.	CN	Completed

3.	<p>Project Decision Tree</p> <p>Kevin Brewster provided an overview of the Project Decision Tree.</p>		
4.	<p>Project Status Update</p> <p>Craig Regan presented the Project Status Update including:</p> <ul style="list-style-type: none"> Negotiation with Lowest Bidder s.13,s.14,s.17 	<p>Karen Hearn</p> <p>Karen Hearn</p> <p>Karen Hearn Karen Hearn</p> <p>Karen Hearn Michael Houle</p> <p>Karen Hearn</p>	<p>Complete</p> <p>Complete</p> <p>Complete In Process</p> <p>Complete</p> <p>Complete</p>

5.	<p>Communication Craig provided update on Project Communications.</p> <p>Action Item: s.13,s.17</p>	<p>Karen Hearn</p> <p>Karen Hearn</p>	<p>In Progress</p> <p>In Progress</p>
6.	<p>Next Steps: Upcoming Meetings: November 24, 2014</p> <p><i>Motion #4</i> <i>"Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting".</i></p> <p><i>Motion #4 moved by Gordon Lee; second by Michael Houle; Motion #4 passed.</i></p>		

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip and Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Nov. 24, 2014

Subject: PROJECT STATUS REPORT #4

PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

s.13,s.14,s.17

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	REQUIRES IMMEDIATE ATTENTION
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The project schedule will be revised ^{s.13,s.17}

Need to achieve building completion

s.13,s.17

1.4 PROJECT SCOPE

The project scope was reviewed to bring the project within the pre-tender budget of \$23 million. Major focus for recommended scope change include the building envelope, building structure and mechanical system approach. s.13,s.17

1.5 PROJECT BUDGET

s.13,s.17

s.13,s.17

million. Total project costs not to exceed \$36

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Next Steps include:

s.13,s.17

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

2. RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for information/discussion

s.13,s.17

3. APPENDICES

- Appendix 1: s.13,s.17
- Appendix 2:
- Appendix 3:
- Appendix 4:
- Appendix 5:
- Appendix 6:

Page 436

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 437 to/à Page 440

Withheld pursuant to/removed as

Copyright

Page 441 to/à Page 444

Withheld pursuant to/removed as

s.13;s.17

Page 445 to/à Page 449

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 450 to/à Page 452

Withheld pursuant to/removed as

s.13;s.17

Mino, Lise MTIC:EX

From: Aitken, Cathy M AVED:EX
Sent: Monday, December 1, 2014 1:04 PM
To: Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; 'Karen.Hearn@kpu.ca'; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; 'Gordon.Lee@kpu.ca'; Mill, Karen PSBC:EX; Harry Gray Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; 'Craig Regan'; Duckmanton, Judi AVED:EX
Cc:
Subject: KPU School of Design Project Board meeting # 5 - Dec 1, 2014 REVISED
Attachments: DRAFT CSWSOD Project Board Agenda - Dec 1 2014.docx; Tab 2 CSWSOD Project Board Status Report.docx; CSWSOD Power Point Presentation Dec 1 2014.pptx
Importance: High

Please find attached a revised Agenda (minor correction to identify Tabs) and Project Status Report (revisions to wording of Items requiring Approval).

Also, please find attached the Power Point presentation for this afternoon's meeting.

Thank you,

From: Aitken, Cathy M AVED:EX
Sent: Saturday, November 29, 2014 2:56 PM
To: Nickerson, Catherine M AVED:EX; Plecas, Bobbi AVED:EX; Karen.Hearn@kpu.ca; Houle, Michael PSBC:EX; 'kristan_Ash@wecare.ca'; 'bwendel@alliedblower.com'; Dale, Raman FIN:EX; Brewster, Kevin AVED:EX; Gordon.Lee@kpu.ca; Mill, Karen PSBC:EX
Cc: Fountain, Kathy B AVED:EX; McMahan, Alana AVED:EX; Craig Regan; Duckmanton, Judi AVED:EX
Subject: KPU School of Design Project Board meeting # 5 - Dec 1, 2014

Good afternoon,

On behalf of Catherine Nickerson, attached, please find the documents for the Kwantlen Polytechnic University, Chip and Shannon Wilson School of Design, Project Board Meeting #5 to be held on Monday, Dec 1, 2014.

Agenda
Appendix 1 - Draft Minutes of Project Board Meeting #4
Appendix 2 - Project Status Report #5
Appendix 3 – Project Budget Estimate Nov 28 2014
Appendix 4 s.13,s.17
Appendix 5 – DRAFT Communications

Should you have any questions, please contact Catherine at (250) 356-7896 or by email at Catherine.Nickerson@gov.bc.ca.

Thank you,

*Cathy Aitken
Manager, Capital Asset Management
Ministry of Advanced Education
PO Box 9147 Stn Prov Govt
Victoria BC V8W 9H1*

Phone: (250)356-9097

Fax: (250)356-7922

e-mail: cathy.aitken@gov.bc.ca

PROJECT BOARD MEETING # 5
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

DATE:	December 1, 2014
TIME:	3:30 PM- 5:00 PM
LOCATION:	Victoria participants: s.15 Vancouver participants: For those who are unable to participate via Video Conference: Teleconference Dial-in: s.15

Moderator: Catherine

AGENDA

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Meeting #4 Minutes (5 min) (<i>Tab 1</i>)	For Decision	Kevin Brewster
3. Direction from Secretary to Treasury Board (10 min)	Information/Discussion	Kevin Brewster
4. Project Status Update (30 min) (<i>Tab 2</i>) <ul style="list-style-type: none"> Budget Estimate (<i>Tab 3</i>) QS Commentary on Budget (<i>Tab 4</i>) Communication Plan Messaging (<i>Tab 5</i>) 	Information/ Discussion	Karen Hearn
5. Architectural Contract (10 min)	Discussion/Decision	Karen Hearn Kevin Brewster
6. Construction Management Services (10 min)	Discussion/Decision	Karen Hearn
7. Quantity Surveyor Services (10 min)	Discussion/Decision	Karen Hearn Kevin Brewster
8. Next Steps (10 min) <ul style="list-style-type: none"> Upcoming Project Board Meetings: <ul style="list-style-type: none"> TBD 	Information/ Discussion	Kevin Brewster

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee (Vice-Chair)	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Harry Gray	Alternate Member , Acting Vice-President Administration, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Alternate Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Vice-President, Partnership BC	250 475-4666
Karen Mill	Alternate Member, Assistance Vice President, Partnerships BC	250 475-4669

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Nov. 28, 2014

Subject: PROJECT STATUS REPORT #5

1 PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

- Revised project budget for Procurement Option 1A prepared.

s.13,s.17

- Communication scripts prepared based on potential approval of Option 1A.

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	REQUIRES IMMEDIATE ATTENTION
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The schedule should include upcoming major milestones in the schedule.

s.13,s.17

The project schedule will be revised

Need to achieve building completion

Option 1A, continuing with the existing design team and using pre-construction design services⁷

s.13,s.17

Significant efforts are taking place to advance the Provincial approvals and on Dec. 2nd both KPU's Board of Governors and the Donor are scheduled to confirm their ongoing support for the project with the revised Procurement approach.

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Meeting with Secretary of Treasury Board	Dec. 1	Information
Project Board meeting to discuss feedback from Secretary of Treasury Board	Dec. 1	Information
KPU Board of Governor's Meeting re Procurement Option	Dec. 2	Information
s.17	Dec. 2	Information
Cancel contract negotiations	Dec. 3	Information
Cancel tender & all associated processes	Dec. 3	Information
Proceed with project design based upon selected procurement option	Subsequent to Dec. 2nd	Information

1.4 PROJECT SCOPE

The project scope was under review to bring the project within the pre-tender budget of \$23 million. Major focus for scope changes includes the building envelope, building structure and mechanical system approach. No further work is taking place until the Architects are re-engaged.

1.5 PROJECT BUDGET

s.13,s.17

s.13,s.17

Total project costs not to exceed \$36 million.

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Next Steps include:

- Secretary of TB review
- KPU Board of Governors review
- Donor's review
- Implementing the Communication Plan
- Notifying the bidders
- Notifying the various stakeholders
- Negotiating and engaging the design team for the procurement option selected

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

Recent communications activities include:

- Drafted key messaging to announce the cancellation of the tender and proceeding to re-design.

- Liaised with Government Communications and Public Engagement Office on the messaging.

- Created speaking notes, Q & A for KPU's Senior Administration (not for general distribution)

2. RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for information/discussion

s.13,s.17

For Approval:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board, subject to the concurrent agreement of the KPU Board of Governors, recommends that the Project Team proceed with procurement method Option 1A outlined in the Procurement Options Analysis for a Re-design, Bid, Build, with pre-construction services during design and continuing with the existing design team."

s.13,s.17

For Approval:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board approve that Kwantlen Polytechnic University (KPU) proceed with the preparation of an RFP to procure Quantity Surveyor services. The RFP will be issued to a minimum of three firms^{s.13,s.17}

3 APPENDICES

- 1) Revised project budget based on Procurement Option 1A
- 2) Communications Plan messaging^{s.13,s.17}
- 3) (Quantity Surveyor) Commentary on Budget



Ministry of Advanced Education

PROJECT BOARD MEETING # 1 Kwantlen Polytechnic University (KPU) Chip and Shannon Wilson School of Design (Wilson School of Design)

Draft Minutes

PRESENT:

Kevin Brewster, Executive Lead, Ministry of Advanced Education
Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
Gordon Lee, Vice-President Finance & Administration, Kwantlen Polytechnic University
Bruce Wendel, Board of Governors, Kwantlen Polytechnic University
Kristan Ash, Board of Governors, Kwantlen Polytechnic University
Michael Houle, Assistant Vice-President, Partnerships BC
Karen Hearn, Executive Director, Facilities Services, Kwantlen Polytechnic University
Catherine Nickerson, Director, Ministry of Advanced Education

GUESTS:

Raman Dale, Treasury Board Analyst, Ministry of Finance
Cathy Aitken, Manager, Ministry of Advanced Education

TOPIC	ACTION	STATUS
1. Adoption of the Agenda <i>Motion #1</i> <i>"Be it resolved that the Wilson School of Design Project Board approves the agenda."</i> <i>Motion #1 moved by Michael Houle; second by Gordon Lee; Motion #1 passed.</i>		
2. Introduction of Project Board Members		
3. Appointment of Gordon Lee to Project Board Vice-Chair		
4. Project Board Terms of Reference s.13 <i>Motion #2</i> <i>"Be it resolved that the Wilson School of Design Project Board approves the Terms of Reference as amended."</i>	Catherine Nickerson Karen Hearn	

<p>Motion #2 moved by Bruce Wendel; second by Bobbi Plecas; Motion #2 passed.</p>		
<p>5. Project Overview</p> <ul style="list-style-type: none"> • Karen Hearn presented the Project Overview, including: <ul style="list-style-type: none"> ○ Background ○ Tendered Scope and Proposed Revisions ○ Budget ○ Schedule ○ Key Risks ○ Communication (Post-Tender) ○ Current Status and Options 		
<p>6. Project Board Status Update:</p> <ul style="list-style-type: none"> • Project Board Members to sign Conflict of Interest and Relationship Disclosure s.13,s.14,s.17,s.21 	<p>Catherine Nickerson</p> <p>Karen Hearn</p> <p>Karen Hearn</p> <p>Karen Hearn</p> <p>Karen Hearn</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>In progress</p> <p>Complete</p>
<p>Motion #3 moved by Michael Houle; second by Gordon Lee; Motion #3 passed.</p>		
<p>7. Next Steps:</p> <ul style="list-style-type: none"> • Upcoming Meetings: <ul style="list-style-type: none"> ○ October 9 , 1:00pm-3:00pm <p>Motion #4 "Be it resolved that the Wilson School of Design Project Board approves to adjourn the meeting."</p> <p>Motion #4 moved by Michael Houle; second by Kristan Ash; Motion #4 passed.</p>		

Page 465

Withheld pursuant to/removed as

s.14;s.21;s.13;s.17

Page 466 to/à Page 469

Withheld pursuant to/removed as

s.13;s.17



Ministry of Advanced Education

PROJECT BOARD MEETING # 2 Kwantlen Polytechnic University Chip and Shannon Wilson School of Design (Wilson School of Design)

AGENDA

DATE:	October 24, 2014
TIME:	2:30 PM- 4:30 PM
LOCATION:	Victoria participants: s.15 Vancouver participants: s.15 Telepresence: Dial-in: s.15 Moderator: Catherine Nickerson

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Assistant Vice-President, Partnership BC	250 475-4666

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

Agenda

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Approval of Minutes (5 min)	For Decision	Kevin Brewster
3. Project Board Status Update: (75) <ul style="list-style-type: none"> Negotiations to date s.13,s.14,s.17	Information/ Discussion	Karen Hearn
5. Communication Plan (5 min)	Information	Karen Hearn
6. Donor Agreement Update (5 min)	Information	Karen Hearn
s.13,s.17	Information/ Discussion	Karen Hearn
	Information/ Discussion	Catherine Nickerson
9. Next Steps (10 min) Upcoming Meetings: <ul style="list-style-type: none"> TBD 	For Decision	Kevin Brewster

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Oct. 24, 2014

Subject: PROJECT STATUS REPORT #2

1 PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

- s.17,
s.21
 - provided revised costing on Sept. 26th (see Appendix A)
s.13,s.14,s.17,s.21
 -
 -
 -
 -
 - Interim Fairness Advisor Report received. (see Appendix E)
s.13,s.17
 -
 -
 - Donor Update.

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	MONITOR
Budget	MONITOR
Procurement	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The approved key milestones are as follows:

- Site Preparation – Fall 2013
- Construction Start – Spring 2014
- Substantial Completion – June 2015
- Occupancy – September 2015

s.13,s.17

The project schedule will be revised

s.13,s.17

s.13,s.17

Need to achieve building completion

s.13,s.17

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Revised construction Estimate	September 26	Project Board # 2 Information Item
Contract negotiations	Ongoing	Project Board # 2 Information Item

1.4 PROJECT SCOPE

The project scope is under review to bring the project within the pre-tender budget. Major focus for scope changes includes the building envelope, building structure and mechanical system approach.

1.5 PROJECT BUDGET

s.17,s.21

The ongoing discussions with the low bidder as to possible scope changes to bring the project within the pre-tender budget have the lowest bidder identifying potential changes to narrow the ^{s.17} to ^{s.17} and have identified some additional items for consideration for further cost savings. (see Appendix A)

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Scheduling next negotiation meeting with low bidder prior to Project Board meeting.

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

Communications Plan completed. *(see Appendix F)*

2 RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for approval/discussions

3 APPENDICES

- s.17
- A. revised costing on September 26th
s.13,s.14,s.17,s.21
- B.
- C.
- D.
- E. Interim Fairness Advisor
- F. Communications Plan

Page 477 to/à Page 483

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 484

Withheld pursuant to/removed as

s.21;s.17

Page 485 to/à Page 487

Withheld pursuant to/removed as

s.13;s.17

Page 488 to/à Page 491

Withheld pursuant to/removed as

s.14;s.13;s.17

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design (Wilson School of Design) Project Board

From: Karen Hearn, Chief Project Officer

Date: September 24, 2014

Subject: PROJECT STATUS REPORT #1

PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

- Kwantlen Polytechnic University (the University) is working with the low bidder and design team to explore scope changes to bring the project within the pre-tender budget amount.
- The low bidder will present a revised construction cost estimate, based on the proposed scope changes, on Friday, September 26th.
- The Wilson School of Design personnel are looking at furniture alternatives.

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	MONITOR
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

The approved key milestones are as follows:

- Site Preparation – Fall 2013
- Construction Start – Spring 2014
- Substantial Completion – June 2015
- Occupancy – September 2015

The project schedule will be revised^{s.13,s.17}

s.13,s.17

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Revised construction estimate	Sept. 26th	Project Board #2 Information Item
Contract negotiations	Oct. 9th	Project Board #2 Approval Item

1.4 PROJECT SCOPE

The project scope is under review to bring the project within the pre-tender budget. Major focus for scope changes includes the building envelope, building structure and mechanical system approach.

1.5 PROJECT BUDGET

In November 2012, the University received Treasury Board approval for provincial funding of up to one-third of the total project capital costs, to a maximum of \$12 million, towards the construction of a new \$36 million dollar School of Design at the Richmond Campus. The \$36 million total project costs are to be equally shared between the Ministry of Advanced Education (the Ministry), the University and private donors Chip and Shannon Wilson and *lululemon athletica*.

All construction tenders received July 24, 2014, were significantly above the pre-tender budget construction estimate of \$23 million, with the gap in excess of ^{s.17} Preliminary discussions with the low bidder ^{s.17,s.21} as to possible scope changes to bring the project within the pre-tender budget narrowed the ^{s.17} gap to just under ^{s.17}.

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

The Design team, low bidder and their subcontractors are determining scope changes and their costing impact to bring the project within the pre-tender estimate.

s.13,s.17

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with the University.

Recent communications activities include:

- Briefing materials.
- Informing University employees, public involved with the project and design team that the bids were well over the project budget and we are working with the low bidder to identify scope changes to bring the project within the pre-tender budget.

2. RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

1. Items – for approval/discussions. Strategies to ensure best value for the project

s.13,s.17

Appendix A

s.13,s.14,s.17,s.21

For Approval:

"Be it resolved that the Chip and Shannon Wilson School of Design Project Board approve that Kwantlen Polytechnic University (KPU) proceed with negotiations with the low bidder, ^{s.17}

s.17 to identify scope changes and price adjustments to bring the work within the approved budget."

s.13,s.17,s.21



Ministry of Advanced Education

PROJECT BOARD MEETING # 1
Kwantlen Polytechnic University
Chip and Shannon Wilson School of Design (Wilson School of Design)

AGENDA

DATE:	September 24, 2014
TIME:	1:00 PM- 2:30 PM
LOCATION:	s.15 s.15 Moderator: Catherine Nickerson

BOARD MEMBERS

Kevin Brewster (Chair)	Executive Lead, Ministry of Advanced Education	250 387-8820
Bobbi Plecas	Assistant Deputy Minister, Ministry of Advanced Education	250 952-0697
Gordon Lee	Vice-President Finance, Kwantlen Polytechnic University	604 599-2099
Bruce Wendel	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Kristan Ash	Member, Board of Governors , Kwantlen Polytechnic University	604 599-2079
Michael Houle	Assistant Vice-President, Partnership BC	250 475-4666

NON-VOTING MEMBERS

Karen Hearn	Chief Project Officer	604 599-2442
Catherine Nickerson	Secretariat	250 356-7896

GUESTS

Raman Dale	Observer	250 387-9067
Cathy Aitken	Administrative Support	250 356-9097

Agenda

		Lead
1. Adoption of the Agenda (5 min)	For Decision	Kevin Brewster
2. Introduction of Project Board Members (5 min)	Information/ Discussion	Kevin Brewster
3. Project Board Terms of Reference (15min)	For Decision	Kevin Brewster
4. Project Overview (40 min)	Information/ Discussion	Karen Hearn
5. Project Board Status Update: (20 min)	Information/ Decision	Karen Hearn
6. Next Steps (5 min) Upcoming Meetings: <ul style="list-style-type: none"> • October 9 , 1:00pm-3:00pm 	For Decision	Kevin Brewster

Kwantlen Polytechnic University – Chip & Shannon Wilson School of Design

**Project Board
Terms of Reference**

1.0 Background

In November 2012, Kwantlen Polytechnic University (the University) received Treasury Board approval for provincial funding of up to one-third of the total project capital costs, to a maximum of \$12 million, towards the construction of a new \$36 million dollar School of Design at the Richmond Campus. The \$36 million total project costs are to be equally shared between the Ministry of Advanced Education (the Ministry), the University and private donors Chip and Shannon Wilson and *lululemon athletica*. In return for the \$12 million donation, the school is to be named the “Chip and Shannon Wilson School of Design” (WSOD).

The Ministry has established a project board to oversee the project.

The Project Board will be chaired by Kevin Brewster, Executive Lead, Ministry of Advanced Education, and include other representatives from the Ministry, the University and Partnerships BC.

The Ministry will be Secretariat to the Project Board, and coordinate all meetings and distribution of materials for Project Board members.

2.0 Role and Function of the Project Board

The Project Board is responsible to provide overall direction and key decision-making for the WSOD Project, with particular reference to scope, budget, schedule, and communications.

The Project Board will receive progress reports from the Chief Project Officer (CPO) and provide advice and guidance to the CPO on all matters pertaining to the management of the scope, budget, schedule and communications for the WSOD Project.

Project Board direction is required for:

- Any material deviation from the budget and schedule approved by the Ministry and Treasury Board;
- Execution of key contracts; and,
- Execution of any material change orders.

3.0 Communications

Project Board approval is required for:

- The Project communications plan;
- Any significant deviations from the communications plan; and
- The messaging and processes to address any politically sensitive/controversial issues. This input will be provided to the Ministry’s Communications Office.

4.0 Accountability

- The Project Board will report directly to the Ministry.
- The CPO is accountable to and takes direction on project –related matters from the Project Board Chair.

5.0 Membership

- Kevin Brewster, Executive Lead, Post-Secondary Finance Branch, Ministry of Advanced Education (Chair)
- Bobbi Plecas, Assistant Deputy Minister, Institutions and Programs Division, Ministry of Advanced Education
- Michael Houle, Assistant Vice-President, Partnerships BC
- Gordon Lee, Vice-President Finance, Kwantlen Polytechnic University (or alternate)
- Kristan Ash, Member, Board of Governors, Kwantlen Polytechnic University
- Bruce Wendel, Member, Board of Governors, Kwantlen Polytechnic University

6.0 Support to the Project Board

- Chief Project Officer
Karen Hearn, Executive Director of Facilities, Kwantlen Polytechnic University
- Project Board Secretariat
Catherine Nickerson, Director, Capital Asset Management, Post-Secondary Finance Branch, Ministry of Advanced Education
- Administrative Support
Cathy Aitken, Manager, Capital Asset Management, Post-Secondary Finance Branch, Ministry of Advanced Education

7.0 Observer

- Raman Dale, Treasury Board Analyst, Ministry of Finance

8.0 Project Board Member Roles and Responsibilities

8.1 Chair Responsibilities:

The Chair will:

- Call Project Board meetings;
- Approve agendas;
- Provide direction as required to the membership regarding committee responsibilities;
- Issue and approve agendas and minutes for PB meetings; and,
- As required, request independent advice on different aspects of the project.

8.2 Role of the Chief Project Officer:

The Chief Project Officer is:

- Accountable to the Project Board;
- Responsible for leading the project team;
- Responsible for all elements of the project including scope, schedule, budget, procurement and communication/consultation; and,
- To provide regular status reports to the Project Board on the progress of the project in relation to the project scope, schedule and budget.

8.3 Role and Function of the Project Board Secretariat:

- All materials to be distributed to Project Board members must go through the Secretariat. The Secretariat will review all materials before distribution to the Project Board.
- Decisions made by the Project Board members outside regular scheduled Project Board meetings must involve the Secretariat in order to accurately document any actions and/or decisions.

8.4 Role and Function of the Observer:

- The Ministry of Finance Treasury Board Analyst will act as independent observer (Observer) of the Project Board.
- The Observer will not participate in the Project Board discussions nor act as advisor to the Project Board.
- Any questions or concerns the Observer may have will be directed to the Project Board Chair.

9.0 Meeting Frequency

- Bi-monthly meetings or as required.

10.0 Meeting Quorum

A Quorum shall consist of:

- Chair;
- One member or alternate from the University; and,
- One member or alternate from the Ministry.

CONFIDENTIAL

MEMO

To: Chair and Members of the Chip & Shannon Wilson School of Design
Project Board

From: Chief Project Officer

Date: Nov. 6, 2014

Subject: PROJECT STATUS REPORT #3

PROJECT STATUS

1.1 SUMMARY AND MAJOR ACCOMPLISHMENTS

s.13,s.17

- Revised soft cost estimate

1.2 SNAPSHOT OF PROJECT STATUS

Table 1: Project Status

Scope	MONITOR
Schedule	REQUIRES IMMEDIATE ATTENTION
Budget	MONITOR
Procurement / Contracting	MONITOR

1.3 PROJECT SCHEDULE UPDATE

s.13,s.17

The project schedule will be revised

Need to achieve building completion

s.13,s.17

Table 2: Major Milestone Summary

Major Milestones	Current Schedule	Project Board Information, Discussion or Approval
Contract negotiations	Nov. 7	Recommendation

s.13,s.17

1.4 PROJECT SCOPE

The project scope was under review to bring the project within the pre-tender budget of \$23 million. Major focus for scope changes includes the building envelope, building structure and mechanical system approach. s.13,s.17

1.5 PROJECT BUDGET

s.13,s.17

s.13,s.17

Total project costs not to exceed \$36

million.

1.6 CURRENT WORK UNDERWAY AND NEXT STEPS

Current work:

s.13,s.17

- Completed preparation of Briefing Note

s.13,s.17

Next Steps include:

s.13,s.17

1.7 KEY RISKS

s.13,s.17

1.8 PROJECT COMMUNICATIONS

All public project communications and updates continue to be led by the Ministry and coordinated with Government Communications and Public Engagement Office, in collaboration with KPU.

Recent communications activities include:

- Briefing materials.

2 RECOMMENDATIONS

2.1 ITEMS FOR INFORMATION, DISCUSSION OR APPROVAL

a) Issue #1:

s.13,s.17

Page 504

Withheld pursuant to/removed as

s.13;s.17

3 APPENDICES

- Appendix 1: Project Briefing Note
- Appendix 2: Summary of Negotiations with Lowest Bidder
- Appendix 3: ^{s.13,s.17}
- Appendix 4:
- Appendix 5:
- Appendix 6: Revised Soft Cost Budget

Appendix 1 BRIEFING NOTE

PREPARED FOR:

Project Board

Kwantlen Polytechnic University

Chip and Shannon Wilson School of Design Building Project

ISSUE:

Project Board recommendations regarding next steps to advance the Kwantlen Polytechnic University (KPU) Chip and Shannon Wilson School of Design Project.

BACKGROUND:

The Chip and Shannon Wilson School of Design Building Project bids all came in significantly over the pre-tender construction budget. As per Supplemental Condition 1.4 (excerpt below)

PART 1.4 PROJECT SPECIFIC AMENDMENTS

The Articles of Agreement Between Owner and Contractor, the General Conditions of the Stipulated Price Contract CCDC2 -2008, the BCDC-2(E), 2013 Instructions To Bidders and Supplementary Conditions together with the following alterations and additions shall apply in their entirety to the Contract.

In the event that all bids received are over budget, then Kwantlen, at its sole discretion, may negotiate with the low bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount. If negotiations with the low bidder are unsuccessful, Kwantlen at its sole discretion, may negotiate with the next lowest bidder scope changes and price adjustments to bring the work and price within the pre-tender budget amount or may cancel the tender and not award a contract.

s.17,s.21

KPU exercised its' right to enter into discussions with the lowest bidder

s.17,s.21 to determine scope changes to bring the project within the pre-tender budget estimate. s.17,s.21
s.17,s.21

s.13,s.21

Page 507 to/à Page 509

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 510

Withheld pursuant to/removed as

s.14;s.21;s.13;s.17

Page 511 to/à Page 516

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 517

Withheld pursuant to/removed as

s.13;s.17

Page 518 to/à Page 519

Withheld pursuant to/removed as

s.21;s.13;s.17

Page 520 to/à Page 522

Withheld pursuant to/removed as

s.13;s.17

Page 523

Withheld pursuant to/removed as

s.21;s.13;s.17