

Flatman, John CSCD:EX

From: Peter Milburn s.22
Sent: Wednesday, June 1, 2016 10:59 AM
To: Dawes, Jacquie CSCD:EX
Subject: Re: Q re status

Hi Jacquie

Bob is working on confirming the remuneration and conflict with the members.
We are encouraging him.
Work is progressing concurrently.

Peter

From: "Dawes, Jacquie CSCD:EX"
To: 'Peter Milburn'
Sent: Wednesday, June 1, 2016 10:30 AM
Subject: Q re status

Hello Peter,
Any further intel on CRD selection /affirmation of the Project board? Perhaps I missed...?

Flatman, John CSCD:EX

From: Peter Milburn s.22
Sent: Monday, June 6, 2016 10:56 PM
To: Dawes, Jacquie CSCD:EX
Subject: Jane Bird

Hi Jacquie

I just wanted to mention that Jane Bird is in Ottawa meeting with an advisor for the Minister of infrastructure.

They are supposed to be discussing other matters , however the CRD project may come up.

Just wanted you to be aware of this.

Peter

Flatman, John CSCD:EX

From: Peter Milburn s.22
Sent: Tuesday, June 7, 2016 8:48 AM
To: Dawes, Jacquie CSCD:EX
Subject: Fw: CRD documents
Attachments: CRD Letter to Board - 6740806 - June 5 for circulation.docx; CRD Resolution Regarding Compensation - 6740948 - v2.docx

Hi Jacquie

These two documents attached are being tabled at the CRD tomorrow.. Jane will be there. If accepted the project board will be official. The CRD is aware of the need to consult with your Ministry on the announcement.

s.22

On Tue, Jun 7, 2016 at 8:37 AM, Amanda Farrell wrote:

As requested:

1. The clarification letter
2. The comp amendment

Amanda


Amanda Farrell
President and CEO
partnerships British Columbia
D. 604.806.4161

F. 604.806.4190

amanda.farrell@partnershipsbc.ca

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

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Page 06

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s.13;s.17

Flatman, John CSCD:EX

From: Dawes, Jacquie CSCD:EX
Sent: Monday, June 20, 2016 10:51 AM
To: Gedney, Vanessa R CSCD:EX
Subject: FW: CRD

From: Peter Milburn s.22
Sent: Tuesday, May 24, 2016 9:10 AM
To: Dawes, Jacquie CSCD:EX
Subject: RE: CRD

We will send them this afternoon

s.22

On Mon, May 23, 2016 at 9:53 PM, Dawes, Jacquie CSCD:EX
<Jacquie.Dawes@gov.bc.ca> wrote:

Thanks again Peter

Can we get any final drafts of your materials tomorrow as we have in advance, anticipating this will be in media hands Wednesday and MPF may be asked.

Jacquie

From: Peter Milburn s.22
Sent: Monday, May 23, 2016 2:07 PM
To: Dawes, Jacquie CSCD:EX
Subject: Re: CRD

Hi Jacquie

I don't think it would be required.

They are reviewing written submissions.

Thanks

Peter

s.22

On Mon, May 23, 2016 at 12:32 PM, Dawes, Jacquie CSCD:EX

<Jacquie.Dawes@gov.bc.ca> wrote:

Hi Peter. Yes I think that's fine. I can be available to be there if it's beneficial. Thoughts?

On May 23, 2016, at 11:31 AM, Peter Milburn

s.22

· wrote:

Hi Jacquie

I wanted to go over the events at the CRD for Wednesday with you.

The meeting begins at 10:00 and goes until 1:00.

The meeting will be in public with the exception of the consideration of the board candidates.

The expectation is that Amanda and I would be available to take questions.

I assume there will be media interest.

The three packages are

The bylaw for creation and delegation of the project board,

The terms of reference for the board.

The suggested list of names with short summary, (we will supply to you tomorrow)

Are you OK with the CRD proposal for the meeting?

Are you attending?

thanks

Peter

Dick, Joan L CSCD:EX

From: Dick, Joan L CSCD:EX
Sent: Tuesday, June 7, 2016 5:58 PM
To: Fassbender, Peter CSCD:EX
Subject: Fw: Please advise: CRD: Revised MR for Project Board
Attachments: Core Area Wastewater Treatment Project Board Bios.docx; 05-27-2016-MR-project-board-experts-announced.docx

HPF:

As discussed.

For Thursday or Friday of this week.

I will get Gill to do up a statement for your review and approval to send out in reaction to the release.

J.

Sent from my BlackBerry 10 smartphone on the TELUS network.

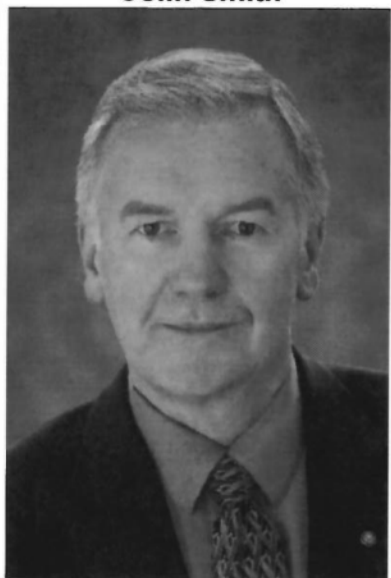
Core Area Wastewater Treatment Project – Project Board Members

Board Members	Area of Expertise
Jane Bird (Chair)	<p><i>Senior Business Advisor, Infrastructure Advisory Practice, Bennett Jones LLP.</i> Jane Bird is a lawyer by training and a leader in managing large, complex infrastructure-related initiatives for government and private sector partners and stakeholders. Over the last 10 years, these initiatives include: Director with Canada's Department of Foreign Affairs, International Trade and Development in London, UK, overseeing the project management and financing of the Canada House consolidation and renewal project on Trafalgar Square; Chief Executive Officer of Columbia Power Corporation, including development and construction of the Waneta hydro-electric generating station in SE British Columbia; and Chief Executive Officer of Canada Line Rapid Transit Inc., responsible for the development and construction of the Canada Line. Jane is a director of Global Container Terminals Inc., a director of Western Forest Products Inc., a director of BC Ferry Services Inc., and a director of IBI Group Inc. She is a member of the Institute of Corporate Directors.</p>
Don Fairbairn	<p><i>Infrastructure Development Consultancy Practice (2002 – Present).</i> Mr. Fairbairn has over 35 years of infrastructure development experience and has held leadership positions in the development and implementation of over \$10 billion of transportation, power generation and electricity and natural gas transmission, water treatment and accommodation projects. He has led in excess of \$1.5 billion in acquisitions and has led the creation a successful non-profit initiative to reduce homelessness in the City of Vancouver. Mr. Fairbairn has board level governance experience across a range of public, non-profit and private sector organizations.</p>
Jim Burke	<p><i>Design, Procurement and Construction Advisory Consultancy.</i> Mr. Burke has more than 40 years of experience in the engineering and construction industry. This experience ranges from working as a tradesman on construction sites through to being a project manager for BC Transit capital projects group to holding the position of Executive Vice President and General Manager, Transportation, at SNC-Lavalin, one of Canada's largest engineering and construction companies. This breadth of experience gives him a unique perspective on what it takes to deliver large infrastructure projects. He is particularly familiar with large public private partnership and Design Build infrastructure projects, from inception to design and procurement, through to construction and operations. Having worked in both the public and private sectors throughout his career, Mr. Burke has a solid understanding of both the public and private perspectives on these projects.</p>



Mr. Lapham holds a Senior Certificate in Local Government Administration awarded by the Provincial Board of Examiners of British Columbia and is a Registered Professional Planner.

Colin Smith



Management and Engineering Consultancy Practice (2007 – Present). Mr. Smith is a registered professional engineer who holds a Bachelor of Applied Science (Mining Engineering) from the University of British Columbia and an MBA from Stanford. In addition to serving as Vice Chair of the CRD's Core Area Wastewater Treatment Commission, Mr. Smith held several assistant deputy minister and deputy minister equivalent positions from 1990 – 2007 including: President and Project Director, Rapid Transit Project 2000 Ltd (previously Chief Financial Officer and Corporate Secretary) and Corporate Secretary and Chief Financial Officer, Vancouver Convention Centre Expansion Project. His service on several Boards has included President of Engineers Canada, President of the Association of Professional Engineers and Geoscientists of British Columbia, and President of the British Columbia Chamber of Commerce.

Sandur, Parveen CSCD:EX

From: Sandur, Parveen CSCD:EX
Sent: Thursday, June 9, 2016 8:56 AM
To: Mills, Shane PREM:EX
Cc: Merrifield, Katy PREM:EX
Subject: FYI: CRD Project Board NR
Attachments: Core Area Wastewater Treatment Project Board Bios.docx; 05-27-2016-MR-project-board-experts-announced.docx

FYI – the attached NR/backgrounder will go out later this morning announcing the project board for the CRD sewage treatment plant project.

We will be issuing our own statement shortly thereafter confirming this.

Let me know if you have any concerns.

Regards,
Parveen

Core Area Wastewater Treatment Project – Project Board Members

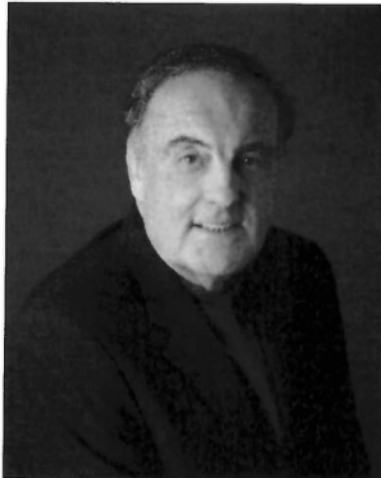
Board Members	Area of Expertise
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Jim Burke	<p><i>Design, Procurement and Construction Advisory Consultancy.</i> Mr. Burke has more than 40 years of experience in the engineering and construction industry. This experience ranges from working as a tradesman on construction sites through to being a project manager for BC Transit capital projects group to holding the position of Executive Vice President and General Manager, Transportation, at SNC-Lavalin, one of Canada's largest engineering and construction companies. This breadth of experience gives him a unique perspective on what it takes to deliver large infrastructure projects. He is particularly familiar with large public private partnership and Design Build infrastructure projects, from inception to design and procurement, through to construction and operations. Having worked in both the public and private sectors throughout his career, Mr. Burke has a solid understanding of both the public and private perspectives on these projects.</p>

Brenda Eaton



Brenda Eaton is a corporate director serving on the Boards of FortisBC, Transelec, Translink, and the BC Safety Authority. She also serves on the Boards of the Canadian Institute for Advanced Research and the Max Bell Foundation. In addition, she is a faculty member of the Alberta-based Public Policy Training Institute and of the United Way of the Lower Mainland sponsored Public Policy Institute. Prior to becoming a corporate director, she had a career in the public sector, as Deputy Minister of Finance; Social Services; and Energy. She was also Vice President and CFO for the Capital Health Region (now Island Health). Her expertise is in finance, energy, governance and public policy. She has a Masters Degree in Economics and has received such awards as the Queens Jubilee Medal, Distinguished Alumni, Consumers Choice and 100 Most Powerful Women in Canada.

Dave Howe



Regional District Director, Mr. Howe is currently Vice Chair of the CRD Board, CRD Director of Southern Gulf Islands, Chair of CRD Finance Committee, Chair of CRD Hospital Board, & Board Member of the CRD Housing & Trust Funds. In addition, a Trustee of the Municipal Finance Authority, B.C. Prior to these positions, Mr. Howe operated an Investment & Financial Planning practise from 1969-2012. During this period he was a financial consultant to development projects in Kelowna, B.C., Las Vegas, NV, & Cabo San Lucas, MX. Mr. Howe holds a Bachelor of Commerce, University of British Columbia, '69. & a Master of Science, Financial Services, Bryn Mawr College, PA, '74.

Robert Lapham

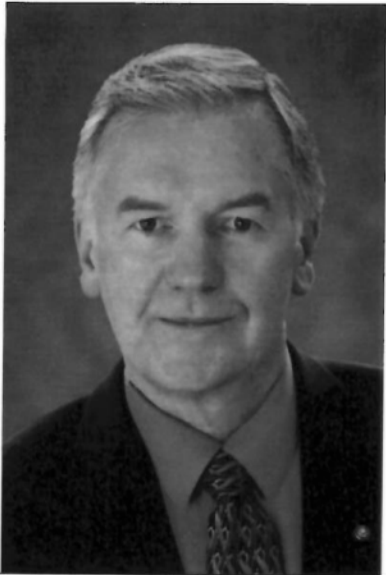
Chief Administrative Officer (CAO) Mr. Lapham is the CAO of the Capital Regional District (CRD) and Capital Regional Hospital District (CRHD). He joined the CRD in 2006 as General Manager of Planning and Protective Services before becoming CAO in February, 2013. He leads more than 900 employees and oversees CRD operations and related functions which span more than 200 services with \$263M in consolidated annual operating expenditures and \$126M in annual capital investment.

Mr. Lapham has more than 25 years of local government experience and has held a number of senior management positions throughout his career. He has also lead major land assembly, community planning and development initiatives.



Mr. Lapham holds a Senior Certificate in Local Government Administration awarded by the Provincial Board of Examiners of British Columbia and is a Registered Professional Planner.

Colin Smith



Management and Engineering Consultancy Practice (2007 – Present). Mr. Smith is a registered professional engineer who holds a Bachelor of Applied Science (Mining Engineering) from the University of British Columbia and an MBA from Stanford. In addition to serving as Vice Chair of the CRD's Core Area Wastewater Treatment Commission, Mr. Smith held several assistant deputy minister and deputy minister equivalent positions from 1990 – 2007 including: President and Project Director, Rapid Transit Project 2000 Ltd (previously Chief Financial Officer and Corporate Secretary) and Corporate Secretary and Chief Financial Officer, Vancouver Convention Centre Expansion Project. His service on several Boards has included President of Engineers Canada, President of the Association of Professional Engineers and Geoscientists of British Columbia, and President of the British Columbia Chamber of Commerce.

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Sandur, Parveen CSCD:EX

From: Rhodes, Gillian GCPE:EX
Sent: Thursday, June 9, 2016 9:19 AM
To: Sandur, Parveen CSCD:EX
Cc: Dick, Joan L CSCD:EX; Bates Gibbs, Bonnie GCPE:EX; Tully, Alec GCPE:EX; Dawes, Jacquie CSCD:EX; Whitelock, Riley CSCD:EX
Subject: FOR APPROVAL: draft statement - Project Board
Attachments: Statement_Project Board CRD Wastewater_June 9.docx

Parveen.

For approval, here's the draft Statement to be posted to the CSCD website shortly after the CRD go out with their news release at **11 a.m.** this morning – TBC with the CRD.

The draft has been approved by Tara and Amanda Farrell, PBC.

Please advise – thank you, Gill.

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Sandur, Parveen CSCD:EX

From: Tully, Alec GCPE:EX
Sent: Thursday, June 9, 2016 10:51 AM
To: Sandur, Parveen CSCD:EX
Cc: Dick, Joan L CSCD:EX; Rhodes, Gillian GCPE:EX; Bates Gibbs, Bonnie GCPE:EX; Whitelock, Riley CSCD:EX; Dawes, Jacquie CSCD:EX
Subject: RE: Statement CRD Wastewater Project Board changes made as requested

Thanks.
Alec

From: Sandur, Parveen CSCD:EX
Sent: Thursday, June 9, 2016 10:50 AM
To: Tully, Alec GCPE:EX
Cc: Dick, Joan L CSCD:EX; Rhodes, Gillian GCPE:EX; Bates Gibbs, Bonnie GCPE:EX; Whitelock, Riley CSCD:EX; Dawes, Jacquie CSCD:EX
Subject: RE: Statement CRD Wastewater Project Board changes made as requested

The attached edited version is approved.

Regards,
Parveen

From: Tully, Alec GCPE:EX
Sent: Thursday, June 9, 2016 10:35 AM
To: Sandur, Parveen CSCD:EX
Cc: Dick, Joan L CSCD:EX; Rhodes, Gillian GCPE:EX; Bates Gibbs, Bonnie GCPE:EX; Whitelock, Riley CSCD:EX; Dawes, Jacquie CSCD:EX
Subject: Statement CRD Wastewater Project Board changes made as requested

Hi Parveen.
Please advise re edits/approval.
Thanks.
Alec

Alec Tully
Public Affairs Officer
Government Communications and Public Engagement
Ministry of Community, Sport and Cultural Development
Province of British Columbia
Phone: 250 387-8031
Fax: 250 356-1070
Alec.Tully@gov.bc.ca

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Whitelock, Riley CSCD:EX

From: Rhodes, Gillian GCPE:EX
Sent: Thursday, June 9, 2016 9:59 AM
To: Dick, Joan L CSCD:EX; Dawes, Jacquie CSCD:EX
Cc: Sandur, Parveen CSCD:EX; Whitelock, Riley CSCD:EX; Bates Gibbs, Bonnie GCPE:EX; Faganello, Tara CSCD:EX; Tully, Alec GCPE:EX
Subject: FW: 06-07-2016-MR-project-board-experts-announced
Attachments: 06-07-2016-MR-project-board-experts-announced.docx; Core Area Wastewater Treatment Project Board Bios.docx; project-board-terms-of-reference.pdf

FYI – Joan and Jacquie.

From: Andy Orr [<mailto:aorr@crd.bc.ca>]
Sent: Thursday, June 9, 2016 9:49 AM
To: Tully, Alec GCPE:EX; Rhodes, Gillian GCPE:EX
Subject: FW: 06-07-2016-MR-project-board-experts-announced

Final I believe , no real changes

A

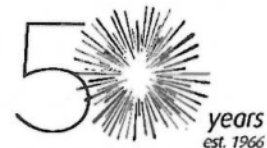
From: Tracy Urquhart
Sent: Thursday, June 09, 2016 8:28 AM
To: Andy Orr <aorr@crd.bc.ca>
Subject: 06-07-2016-MR-project-board-experts-announced

Latest Projects Board release and attachments

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Making a difference...together



Media Release

For Immediate Release

June 8, 2016

CRD Board Announces Membership of Core Area Wastewater Project Board

Victoria, BC- The CRD Board has announced the appointments that will make up the Core Area Wastewater Project Board.

The Project Board consists of seven individuals with experience in large complex infrastructure projects that bring a variety of experience and expertise to the Project, including: financial, technical, procurement, governance and local government practice and procedures, and legal expertise. The Project Board members will plan and implement the Project in accordance with the Project Vision and Goals outlined in the Terms of Reference attached. The Project Board has been established to see the Project through to completion.

The Project Board consists of:

- Jane Bird (Chair)
- Don Fairbairn
- Jim Burke
- Brenda Eaton
- Dave Howe
- Robert Lapham
- Colin Smith

Biographies of the Project Board members are available in the attached backgrounder.

The Project Board will take on the project immediately with delegated authority to undertake all aspects of planning, site acquisition, project management and expenditures. The Project Board will develop a proposal for the siting and procurement of wastewater treatment facilities for the 7 municipalities and 2 First Nations that form the Core Area. Work on the preparation of a business case, that will provide justification for the proposed project according to environmental, social and financial benefits will begin immediately. The Project Board will report to the CRD Board on progress in July 2016 and recommendations on the final project will be announced by late September.

The Project Board will also hire a Project Director that will lead the Project Board to plan, procure and implement the Project. The Project Director will prepare a Project Management Plan to guide the work. Until the Project Director search is complete, the interim Project Director will be Larisa Hutcheson, the CRD's General Manager of Parks & Environmental Services.

"We are very grateful to have this impressive group of expert members on the Project Board working on the Core Area Wastewater Project. Their caliber of expertise and experience with large complex infrastructure projects means the project is in very good hands and we thank them for taking on this important work for our region," said CRD Board Chair Barbara Desjardins.

The CRD Board continues to have overall accountability for the Project and will be responsible for approving the final Business Case to submit to the federal and provincial governments. The CRD Board will also maintain responsibility for any changes that could affect scope, schedule and budget.

A webpage has been created to house updates from the [Project Board](#). The Core Area Wastewater page, www.CoreAreaWastewater.ca will continue to be updated as the Project Board has new information to communicate.

The Project Board can be reached through an [email form](#) on the CRD website.

Attachments: Core Area Wastewater Project Board – Terms of Reference, Core Area Wastewater Project Board – Biographies

Celebrating 50 years! The CRD delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24 member Board of Directors, the CRD works collaboratively with First Nations and all levels of government to enable sustainable growth, enhance community well-being, and develop cost-effective infrastructure while continuing to provide core services to residents throughout the region.

-30-

For media inquiries, please contact:

Andy Orr, Senior Manager

CRD Corporate Communications

Tel: 250.360.3229

Cell: 250.216.5492



Core Area Wastewater Treatment Project – Project Board Members

Jane Bird (Chair)

Senior Business Advisor, Infrastructure Advisory Practice, Bennett Jones LLP. Jane Bird is a lawyer by training and a leader in managing large, complex infrastructure-related initiatives for government and private sector partners and stakeholders. Over the last 10 years, these initiatives include: Director with Canada's Department of Foreign Affairs, International Trade and Development in London, UK, overseeing the project management and financing of the Canada House consolidation and renewal project on Trafalgar Square; Chief Executive Officer of Columbia Power Corporation, including development and construction of the Waneta hydro-electric generating station in SE British Columbia; and Chief Executive Officer of Canada Line Rapid Transit Inc., responsible for the development and construction of the Canada Line. Jane is a director of Global Container Terminals Inc., a director of Western Forest Products Inc., a director of BC Ferry Services Inc., and a director of IBI Group Inc. She is a member of the Institute of Corporate Directors.

Don Fairbairn

Infrastructure Development Consultancy. Mr. Fairbairn has over 35 years of infrastructure development and financing experience and has held leadership positions in the development and implementation of transportation, electricity generation and transmission, pipelines, water treatment and accommodation projects. He has led acquisitions on behalf of corporate and pension fund investors and the creation a successful non-profit initiative to develop supportive housing in the City of Vancouver. Mr. Fairbairn has board level governance experience in public, non-profit and private sector organizations.

Jim Burke

Design, Procurement and Construction Advisory Consultancy. Mr. Burke has more than 40 years of experience in the engineering and construction industry. This experience ranges from working as a tradesman on construction sites through to being a project manager for BC Transit capital projects group to holding the position of Executive Vice President and General Manager, Transportation, at SNC-Lavalin, one of Canada's largest engineering and construction companies. This breadth of experience gives him a unique perspective on what it takes to deliver large infrastructure projects. He is particularly familiar with large public private partnership and Design Build infrastructure projects, from inception to design and procurement, through to construction and operations.

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Brenda Eaton is a corporate director serving on the Boards of FortisBC, Transelec, TransLink, and the BC Safety Authority. She also serves on the Boards of the Canadian Institute for Advanced Research and the Max Bell Foundation. In addition, she is a faculty member of the Alberta-based Public Policy Training Institute and of the United Way of the Lower Mainland sponsored Public Policy Institute. Prior to becoming a corporate director, she had a career in the public sector, as Deputy Minister of Finance; Social Services; and Energy. She was also Vice President and CFO for the Capital Health Region (now Island Health). Her expertise is in finance, energy, governance and public policy. She has a Masters Degree in Economics and has received such awards as the Queens Jubilee Medal, Distinguished Alumni, Consumers Choice and 100 Most Powerful Women in Canada.

Dave Howe

Regional District Director. Mr. Howe is currently Vice Chair of the Capital Regional District (CRD) Board, CRD Director of Southern Gulf Islands, Chair of CRD Finance Committee, Chair of Capital Regional Hospital District (CRHD), and Board Member of the CRD Housing & Trust Funds. In addition, a Trustee of the Municipal Finance Authority, BC. Prior to these positions, Mr. Howe operated an Investment and Financial Planning practice from 1969 – 2012. During this period he was a financial consultant to development projects in Kelowna, BC, Las Vegas, NV, & Cabo San Lucas, MX. Mr. Howe holds a Bachelor of Commerce, University of British Columbia, 1969 and a Master of Science, Financial Services, Bryn Mawr College, PA, 1974.

Robert Lapham

Chief Administrative Officer (CAO). Mr. Lapham is the CAO of the Capital Regional District (CRD) and Capital Regional Hospital District (CRHD). He joined the CRD in 2006 as General Manager of Planning and Protective Services and was appointed CAO in February 2013. He leads more than 900 employees and oversees CRD operations and related functions which span more than 200 services with \$263M in consolidated annual operating expenditures and \$126M in annual capital investment. Mr. Lapham is a Register Professional Planner and Local Government Administrator by training, with more than 25 years of local government experience. He has held various executive and senior management positions throughout his career and has led land assembly, planning, and development initiatives including major projects for the CRHD, and Capital Region Housing Corporation.

Colin Smith

Management and Engineering Consultancy Practice (2007 – Present). Mr. Smith is a registered professional engineer who holds a Bachelor of Applied Science (Mining Engineering) from the University of British Columbia and an MS and MBA from Stanford. In addition to serving as Vice Chair of the CRD's Core Area Wastewater Treatment Commission, Mr. Smith held several assistant deputy minister and deputy minister equivalent positions from 1990 – 2007 including: President and Project Director, Rapid Transit Project 2000 Ltd (previously Chief Financial

Officer and Corporate Secretary) and Corporate Secretary and Chief Financial Officer, Vancouver Convention Centre Expansion Project. He previously served as CFO of GVRD (now Metro Vancouver) during its procurement of secondary treatment for the Annacis, and an expansion of the Iona, Wastewater Treatment Plants. Voluntary service on several Boards has included President of Engineers Canada, President of the Association of Professional Engineers and Geoscientists of British Columbia, and President of the British Columbia Chamber of Commerce.

RESOLUTION OF THE CAPITAL REGIONAL DISTRICT BOARD

The Core Area Wastewater Treatment Project (the “Project”)

Project Board Terms of Reference

Purpose

The purpose of these Terms of Reference is to set out the role, responsibilities and function of the Project Board. The Terms of Reference provide a framework that includes the Project vision and goals, guiding principles and values, meeting protocols, confidentiality considerations and identifies those matters that must be referred to the CRD Board for approval.

Background

In 2006, an environmental report commissioned by the Ministry of Environment noted the contamination of seabed sites close to Capital Regional District (CRD) outfalls where the region’s wastewater is discharged. As a result, the Province mandated that the CRD plan for and initiate secondary sewage treatment for the region.

The CRD has made considerable efforts to meet its commitment, and many options to deliver wastewater treatment have been explored. These efforts include technology and siting options, extensive public consultation, and input from the various committees of the CRD (including the Eastside Select Committee and the Westside Select Committee). This work provides the Project with a wealth of technical information to inform the next steps in moving the Project forward. On May 11, 2016, the CRD Board adopted a series of recommendations on next steps for the Project. These included establishing a Project Board with delegated authority to undertake all aspects of business case planning, site acquisition, project management and expenditures.

Vision

The Project Board will deliver a sewage treatment and resource recovery system that is innovative, achievable and optimizes benefits - economic, social and environmental (including climate change mitigation) - for the long term.

The Project Board will approach the project from the perspective that waste materials should be treated as resources and managed as such, with a long term objective to create a system that supports the principles of Integrated Resource Management (IRM).

The Project Board will give consideration to, and reflect, public input received with an objective of being responsive to community values and concerns.

Goals

The Project Board has the following goals to support achieving this vision:

1. Meet or exceed federal regulations for secondary treatment by December 31, 2020.
2. Minimize costs to residents and businesses (life cycle costs) and provide value for money.
3. Optimize opportunities for resource recovery and greenhouse gas reduction.
4. Deliver a solution that adds value to the surrounding community and enhances the livability of neighbourhoods.

Project Scope – Principles

The Project will include the following elements:

1. Wastewater treatment process (WWTP) design capacity to meet Provincial Municipal Wastewater Regulation (MWR) requirement for sewage flows with an Average Dry Weather Flow (ADWF) of 108 ML/day.
2. WWTP, capacity, redundancy and waste water overflow meet Provincial effluent quality regulations.

3. WWTP meets the National Wastewater Systems Effluent Regulations (Fisheries Act) mandatory minimum effluent quality standards that can be achieved through secondary wastewater treatment.
4. Bio-solids treatment that allows for a range of beneficial uses.
5. Conveyancing system.
6. Positive measures to integrate the infrastructure within the host municipality or municipalities.

The Business Case will consider options to include the following:

1. Enhanced secondary or tertiary treatment.
2. Integrated Resource Management elements (or IRM compatible).

The Business Case may recommend the inclusion of these elements as base scope or as separately priced optional items.

Project Board Role and Function

The role of the Project Board is to:

1. Be responsible for overall planning, project management, site acquisition, expenditures, and liquid waste management planning for the purposes of the Project.
2. Select a Project Director to oversee all aspects of the Project.
3. Provide direction and guidance to the Project Director on Project matters, including the development of a decision making framework, business priorities, strategies and resource approval, and appropriate project controls and reporting procedures.
4. Manage the development of a comprehensive Business Case for submission to the federal and provincial governments to confirm funding to proceed to project implementation.
5. Appoint or confirm advisors including fairness advisor and conflict of interest adjudicator.
6. Oversee Project scope, schedule and budget as the Project progresses through planning, procurement and implementation phases, with particular attention to risk identification and risk management.

7. Work with the Project Director to resolve material issues that may arise over the course of the Project.
8. Oversee Project communications, information and consultation activities.

Project Board approval is required for:

1. The project management organizational structure and appointment of key resources for the project including the Project Director.
2. The proposed scope, schedule and budget for the Project.
3. The establishment and implementation of a communications & consultation plan and any significant deviations from the communications/consultation plan.

Role of Project Board Members

Project Board members will exercise their professional expertise and judgement to plan and implement the Project in accordance with the Project Vision and Goals. During the Business Case planning process Project Board members will approach options objectively, and will consider each option on the basis of the information and analysis that is developed by the Project Director and Project Team.

Project Team

The Project Director will lead a Project Team to plan, procure and implement the Project. The Project Director will prepare a Project Management Plan to guide the work. The Project Team will include relevant expertise required for the Project, including financial, technical, estimating, communication and consultation, procurement and legal expertise. Membership of the team will reflect the requirements of the work at a particular time and may change over time.

Project Board Guiding Principles and Values

The following principles and values will guide the Project Board's decision-making and actions:

1. The Project must be in full compliance with applicable federal and provincial legislation and regulations within the required timelines.
2. Option analysis will have regard for lifecycle costs (both capital and operating), the highest environmental standards, and IRM, within the context of the Project's schedule and budget constraints. Considerations and trade-offs between operating and capital costs, qualitative outcomes and schedule will be transparent in the Business case analysis.
3. A range of contract delivery models will be explored, including publicly operated and maintained, performance-based models such as Design-Build-Finance-Operate-Maintain models and others, that would support innovation and the use of leading technologies.
4. The Project Board will work cooperatively with host municipalities on siting the facility or facilities.
5. The Project Board will work cooperatively with funding partners and will be full compliance with funding agreements.

Project Board – Meeting/Reporting

1. The Project Board will meet as required, but no less frequently than once in each calendar quarter.
2. The Chair will call Project Board meetings; issue and approve agendas and minutes for Project Board meetings; and provide direction as required to the membership regarding Project Board responsibilities.
3. Where possible, agenda, resolutions and background documents will be provided to all Board members at least 48 hours prior to the meeting.
4. The Project Board will provide the CRD Board with monthly progress reports and a comprehensive quarterly report which will describe the status of the Project, and specifically address Project scope, budget, schedule and risk. The report will include a dashboard or executive summary which will highlight material changes in any of these areas. Further information on the contents of the quarterly report is provided at Appendix A.

5. The Project Board will review the risk registry at least twice per year; any material change in any risk item will be highlighted as part of the quarterly report.

Confidentiality and Conflict of Interest

Information that is provided to the Project Board in confidence, or that is by its nature confidential, will be treated in confidence by members and not disclosed to third parties (including their own employer or any other organization with which the member has a relationship). The duty to maintain information in confidence continues after a Project Board member ceases to become a Project Board member.

Project Board members will declare any relevant personal, academic, professional or business interests on an ongoing basis. The Chair shall be responsible for the management of any conflicts of interest. Project Board members may be excluded from the Project Board or from consideration of specific items in which they have an interest where this is necessary to avoid a conflict (real or perceived).

CRD Board approvals

The CRD Board has overall accountability for the Project.

CRD Board approval is required for:

1. The final Business Case prior to submission to the federal and provincial governments.
2. Any changes that could materially affect scope, schedule, budget (materiality includes the ability to meet federal regulation requirements, availability of funding or costs to taxpayers).

CRD approval will not be required to enter into a contract with the preferred proponent provided if there are no material changes to scope, schedule or budget.

Appendix A

Quarterly Project Status Reports will include:

1. **Executive Summary/Project Dashboard**

One to two pages – highlights status of scope, schedule and budget and identifies current decisions required and risks and risk mitigation strategies. Key activities over the last reporting period are highlighted

2. **Key Activities**

Key activities completed in the current period are described; works/activities proposed for the next period are identified.

3. **Project Scope**

Project details and description are set out. Any changes/proposed changes to Project Scope are discussed.

4. **Budget/Financial**

Progress against budget is set out (planned versus actual expenditures). Draws on contingency, if any, can be identified.

5. **Schedule Status**

Schedule milestones are identified, and progress against each milestone is tracked.

6. **Risk**

Key risks are identified, and risk mitigation strategies are discussed.

7. **Project Communications and Consultation**

Project communications and consultation activities completed in the current period are described; activities proposed for the next period are identified. Any current or emerging issues are identified.

Whitelock, Riley CSCD:EX

From: Rhodes, Gillian GCPE:EX
Sent: Tuesday, June 7, 2016 12:25 PM
To: Dick, Joan L CSCD:EX
Cc: Faganello, Tara CSCD:EX; Sandur, Parveen CSCD:EX; Whitelock, Riley CSCD:EX; Bates Gibbs, Bonnie GCPE:EX; Dawes, Jacquie CSCD:EX
Subject: Please advise: CRD: Revised MR for Project Board
Attachments: Core Area Wastewater Treatment Project Board Bios.docx; 05-27-2016-MR-project-board-experts-announced.docx

Joan,

Please see attached draft news release from the CRD; they intend to announce the CRD Project Board on Thursday or Friday. Would MPF want a quote^{s.13} given that Amanda and Peter are already involved?

Please advise.


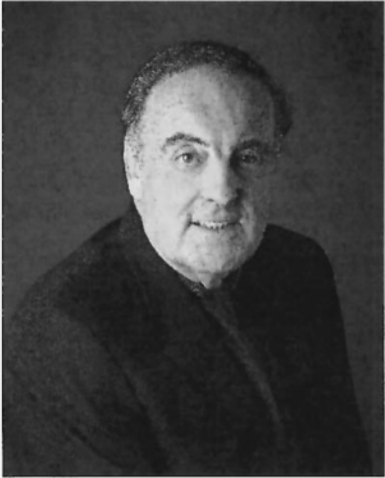
Gill

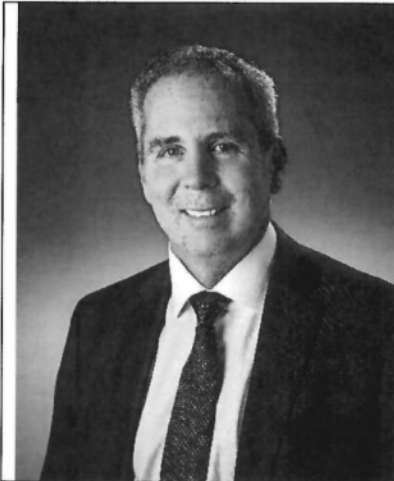
From: Andy Orr [<mailto:aorr@crd.bc.ca>]
Sent: Tuesday, June 7, 2016 12:09 PM
To: Rhodes, Gillian GCPE:EX
Subject: FW: Revised MR for Project Board

Hi,
this is a work in progress, still moving forward we did not have a planned quote from MPF, but let me know if that needs to change

Core Area Wastewater Treatment Project – Project Board Members

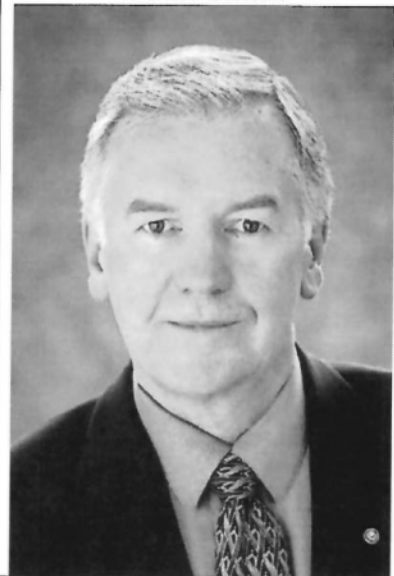
Board Members	Area of Expertise
Jane Bird (Chair)	<p><i>Senior Business Advisor, Infrastructure Advisory Practice, Bennett Jones LLP.</i> Jane Bird is a lawyer by training and a leader in managing large, complex infrastructure-related initiatives for government and private sector partners and stakeholders. Over the last 10 years, these initiatives include: Director with Canada's Department of Foreign Affairs, International Trade and Development in London, UK, overseeing the project management and financing of the Canada House consolidation and renewal project on Trafalgar Square; Chief Executive Officer of Columbia Power Corporation, including development and construction of the Waneta hydro-electric generating station in SE British Columbia; and Chief Executive Officer of Canada Line Rapid Transit Inc., responsible for the development and construction of the Canada Line. Jane is a director of Global Container Terminals Inc., a director of Western Forest Products Inc., a director of BC Ferry Services Inc., and a director of IBI Group Inc. She is a member of the Institute of Corporate Directors.</p>
Don Fairbairn	<p><i>Infrastructure Development Consultancy Practice (2002 – Present).</i> Mr. Fairbairn has over 35 years of infrastructure development experience and has held leadership positions in the development and implementation of over \$10 billion of transportation, power generation and electricity and natural gas transmission, water treatment and accommodation projects. He has led in excess of \$1.5 billion in acquisitions and has led the creation a successful non-profit initiative to reduce homelessness in the City of Vancouver. Mr. Fairbairn has board level governance experience across a range of public, non-profit and private sector organizations.</p>
Jim Burke	<p><i>Design, Procurement and Construction Advisory Consultancy.</i> Mr. Burke has more than 40 years of experience in the engineering and construction industry. This experience ranges from working as a tradesman on construction sites through to being a project manager for BC Transit capital projects group to holding the position of Executive Vice President and General Manager, Transportation, at SNC-Lavalin, one of Canada's largest engineering and construction companies. This breadth of experience gives him a unique perspective on what it takes to deliver large infrastructure projects. He is particularly familiar with large public private partnership and Design Build infrastructure projects, from inception to design and procurement, through to construction and operations. Having worked in both the public and private sectors throughout his career, Mr. Burke has a solid understanding of both the public and private perspectives on these projects.</p>

<p>Brenda Eaton</p> 	<p>Brenda Eaton is a corporate director serving on the Boards of FortisBC, Transelec, Translink, and the BC Safety Authority. She also serves on the Boards of the Canadian Institute for Advanced Research and the Max Bell Foundation. In addition, she is a faculty member of the Alberta-based Public Policy Training Institute and of the United Way of the Lower Mainland sponsored Public Policy Institute. Prior to becoming a corporate director, she had a career in the public sector, as Deputy Minister of Finance; Social Services; and Energy. She was also Vice President and CFO for the Capital Health Region (now Island Health). Her expertise is in finance, energy, governance and public policy. She has a Masters Degree in Economics and has received such awards as the Queens Jubilee Medal, Distinguished Alumni, Consumers Choice and 100 Most Powerful Women in Canada.</p>
<p>Dave Howe</p> 	<p><i>Regional District Director</i>, Mr. Howe is currently Vice Chair of the CRD Board, CRD Director of Southern Gulf Islands, Chair of CRD Finance Committee, Chair of CRD Hospital Board, & Board Member of the CRD Housing & Trust Funds. In addition, a Trustee of the Municipal Finance Authority, B.C. Prior to these positions, Mr. Howe operated an Investment & Financial Planning practise from 1969-2012. During this period he was a financial consultant to development projects in Kelowna, B.C., Las Vegas, NV, & Cabo San Lucas, MX. Mr. Howe holds a Bachelor of Commerce, University of British Columbia, '69. & a Master of Science, Financial Services, Bryn Mawr College, PA, '74.</p>
<p>Robert Lapham</p>	<p><i>Chief Administrative Officer (CAO)</i> Mr. Lapham is the CAO of the Capital Regional District (CRD) and Capital Regional Hospital District (CRHD). He joined the CRD in 2006 as General Manager of Planning and Protective Services before becoming CAO in February, 2013. He leads more than 900 employees and oversees CRD operations and related functions which span more than 200 services with \$263M in consolidated annual operating expenditures and \$126M in annual capital investment.</p> <p>Mr. Lapham has more than 25 years of local government experience and has held a number of senior management positions throughout his career. He has also lead major land assembly, community planning and development initiatives.</p>



Mr. Lapham holds a Senior Certificate in Local Government Administration awarded by the Provincial Board of Examiners of British Columbia and is a Registered Professional Planner.

Colin Smith



Management and Engineering Consultancy Practice (2007 – Present). Mr. Smith is a registered professional engineer who holds a Bachelor of Applied Science (Mining Engineering) from the University of British Columbia and an MBA from Stanford. In addition to serving as Vice Chair of the CRD's Core Area Wastewater Treatment Commission, Mr. Smith held several assistant deputy minister and deputy minister equivalent positions from 1990 – 2007 including: President and Project Director, Rapid Transit Project 2000 Ltd (previously Chief Financial Officer and Corporate Secretary) and Corporate Secretary and Chief Financial Officer, Vancouver Convention Centre Expansion Project. His service on several Boards has included President of Engineers Canada, President of the Association of Professional Engineers and Geoscientists of British Columbia, and President of the British Columbia Chamber of Commerce.

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Withheld pursuant to/removed as

s.13