

**From:** [Beale, William TRAN:EX](#)  
**To:** [Machell, Aileen GCPE:EX](#)  
**Subject:** FW: PMH1  
**Date:** Wednesday, July 25, 2018 4:08:01 PM  
**Attachments:** [KM\\_QA\\_Port Mann Bridge Review FIN\\_draft2.docx](#)  
[IN - PMH1 Independent Review.docx](#)

---

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, July 25, 2018 11:55 AM  
**To:** Beale, William TRAN:EX; Machell, Aileen GCPE:EX; Papadopoulos, James TRAN:EX  
**Subject:** PMH1

Patrick/Lisa G reviewing now. Also including FIN's key messages and QA as they are lead...they will be intake and triage all media requests.

Let me know if any feedback or concerns?

**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Beale, William TRAN:EX](#)  
**To:** [Machell, Aileen GCPE:EX](#)  
**Subject:** FW: PMH1  
**Date:** Thursday, July 26, 2018 11:52:01 AM  
**Attachments:** [KM\\_QA\\_Port Mann Bridge Review FIN\\_draft2.docx](#)  
[IN - PMH1 Independent Review.docx](#)

---

Hey, if we are going to make some changes to this its due EOD.

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, July 25, 2018 11:55 AM  
**To:** Beale, William TRAN:EX; Machell, Aileen GCPE:EX; Papadopoulos, James TRAN:EX  
**Subject:** PMH1

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Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Machell, Aileen GCPE:EX](#)  
**To:** [Howlett, Tim GCPE:EX](#)  
**Subject:** Fwd: PMH1  
**Date:** Wednesday, July 25, 2018 3:30:50 PM  
**Attachments:** [KM\\_QA\\_Port Mann Bridge Review FIN\\_draft2.docx](#)  
[ATT00001.htm](#)  
[IN - PMH1 Independent Review.docx](#)  
[ATT00002.htm](#)

---

Is this on your radar?

Sent from my iPhone

Begin forwarded message:

**From:** "Robb, Katie GCPE:EX" <[Katie.Robb@gov.bc.ca](mailto:Katie.Robb@gov.bc.ca)>  
**Date:** July 25, 2018 at 11:55:11 AM PDT  
**To:** "Beale, William TRAN:EX" <[William.Beale@gov.bc.ca](mailto:William.Beale@gov.bc.ca)>, "Machell, Aileen GCPE:EX" <[Aileen.Machell@gov.bc.ca](mailto:Aileen.Machell@gov.bc.ca)>, "Papadopoulos, James TRAN:EX" <[James.Papadopoulos@gov.bc.ca](mailto:James.Papadopoulos@gov.bc.ca)>  
**Subject:** PMH1

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O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

## ADVICE TO MINISTER

<p><b>CONFIDENTIAL ISSUES NOTE</b></p> <p>Ministry of Transportation and Infrastructure Date: <b>draft</b></p> <p>Minister Responsible: Claire Trevena</p>	<p><b>TI Corp</b></p> <p><b>PMH1 Independent Review</b></p>
--	---

### ADVICE AND RECOMMENDED RESPONSE:

s.13

Page 05

Withheld pursuant to/removed as

s.13

## ADVICE TO MINISTER

s.13

Communications Contact: Craig Chambers – TRAN GCPE

Program Area Contact: Greg Johnson, Dir, Comms, TI Corp 778-875-1692

File Created:

File Updated:

Minister's Office	Program Area	ADM	Comm. Director
		PL	

## ADVICE TO MINISTER

<b>CONFIDENTIAL ISSUES NOTE</b>  Ministry of Transportation and Infrastructure Date: Final Minister Responsible: Claire Trevena	<b>TI Corp</b>  <b>PMH1 Independent Review</b>
---	--

### ADVICE AND RECOMMENDED RESPONSE:

- **Hard-working British Columbians deserve a government that makes sound infrastructure decisions based on the needs of people.**
- **We take allegations of financial misconduct in any provincial infrastructure project very seriously.**
- **That's why government committed to undertaking a review of the Port Mann Bridge project after media reports of allegations of financial mismanagement.**
- **That review is now complete and we'd like to thank the consultants for their report and feedback.**
- **The independent reviewer found that the Port Mann Bridge project was well managed, generally met industry standards and followed best practices.**

s.13

- **Best practices in project management of large-scale capital projects continuously evolve and we are always looking at ways we can improve our accountability and oversight.**

s.13

Page 08

Withheld pursuant to/removed as

s.13



## ADVICE TO MINISTER

s.13

Communications Contact: Leanne Flood – TRAN GCPE

Program Area Contact: Greg Johnson, Dir, Comms, TI Corp 778-875-1692

File Created: July 27, 2018

File Updated:

Minister's Office	Program Area	ADM	Comm. Director
WB/JP	LG	PL	KR

## ADVICE TO MINISTER

<p><b>CONFIDENTIAL ISSUES NOTE</b></p> <p>Ministry of Transportation and Infrastructure Date: <b>draft</b></p> <p>Minister Responsible: Claire Trevena</p>	<p><b>TI Corp</b></p> <p><b>PMH1 Independent Review</b></p>
--	---

s.13

Page 11

Withheld pursuant to/removed as

s.13

## ADVICE TO MINISTER

s.13

Communications Contact: Craig Chambers – TRAN GCPE

Program Area Contact: Greg Johnson, Dir, Comms, TI Corp 778-875-1692

File Created:

File Updated:

Minister's Office	Program Area	ADM	Comm. Director
		PL	

**From:** [Machell, Aileen GCPE:EX](#)  
**To:** [Robb, Katie GCPE:EX](#)  
**Subject:** Issue note  
**Date:** Thursday, July 26, 2018 5:01:52 PM  
**Attachments:** [IN - PMH1 Independent Review AM.DOCX](#)

---

Aileen Machell  
Issues Manager  
778.584.0257

Page 14 to/à Page 16

Withheld pursuant to/removed as

s.13

**From:** [Robb, Katie GCPE:EX](#)  
**To:** [Beale, William TRAN:EX](#); [Machell, Aileen GCPE:EX](#); [Papadopoulos, James TRAN:EX](#)  
**Subject:** PMH1  
**Date:** Wednesday, July 25, 2018 11:55:14 AM  
**Attachments:** [KM\\_QA\\_Port Mann Bridge Review FIN\\_draft2.docx](#)  
[IN - PMH1 Independent Review.docx](#)

---

Patrick/Lisa G reviewing now. Also including FIN's key messages and QA as they are lead...they will be intake and triage all media requests.

Let me know if any feedback or concerns?

**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Robb, Katie GCPE:EX](#)  
**To:** [Machell, Aileen GCPE:EX](#); [Beale, William TRAN:EX](#); [Papadopoulos, James TRAN:EX](#)  
**Cc:** [Bowness, Lianne GCPE:EX](#)  
**Subject:** RE: Issue note  
**Date:** Friday, July 27, 2018 9:28:51 AM  
**Attachments:** [IN - PMH1 Independent Review.docx](#)

---

Morning all – Aileen accepted a bunch of your changes and kept one extra bullet. I hope this works for all – let me know if any issues.

Thanks,

**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

---

**From:** Machell, Aileen GCPE:EX  
**Sent:** Thursday, July 26, 2018 5:02 PM  
**To:** Robb, Katie GCPE:EX  
**Subject:** Issue note

Aileen Machell  
Issues Manager  
778.584.0257



**From:** [Beale, William TRAN:EX](#)  
**To:** [Robb, Katie GCPE:EX](#)  
**Cc:** [Machell, Aileen GCPE:EX](#); [Papadopoulos, James TRAN:EX](#)  
**Subject:** RE: PMH1  
**Date:** Wednesday, July 25, 2018 4:33:22 PM

---

Feedback/edits under works

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, July 25, 2018 11:55 AM  
**To:** Beale, William TRAN:EX; Machell, Aileen GCPE:EX; Papadopoulos, James TRAN:EX  
**Subject:** PMH1

Patrick/Lisa G reviewing now. Also including FIN's key messages and QA as they are lead...they will be intake and triage all media requests.

Let me know if any feedback or concerns?

**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Howlett, Tim GCPE:EX](#)  
**To:** [Machell, Aileen GCPE:EX](#)  
**Subject:** RE: PMH1  
**Date:** Wednesday, July 25, 2018 3:36:00 PM

---

No. do you know when this is expected to be public?

---

**From:** Machell, Aileen GCPE:EX  
**Sent:** Wednesday, July 25, 2018 3:31 PM  
**To:** Howlett, Tim GCPE:EX  
**Subject:** Fwd: PMH1

Is this on your radar?

Sent from my iPhone

Begin forwarded message:

**From:** "Robb, Katie GCPE:EX" <[Katie.Robb@gov.bc.ca](mailto:Katie.Robb@gov.bc.ca)>  
**Date:** July 25, 2018 at 11:55:11 AM PDT  
**To:** "Beale, William TRAN:EX" <[William.Beale@gov.bc.ca](mailto:William.Beale@gov.bc.ca)>, "Machell, Aileen GCPE:EX" <[Aileen.Machell@gov.bc.ca](mailto:Aileen.Machell@gov.bc.ca)>, "Papadopoulos, James TRAN:EX" <[James.Papadopoulos@gov.bc.ca](mailto:James.Papadopoulos@gov.bc.ca)>  
**Subject:** PMH1

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**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Robb, Katie GCPE:EX](#)  
**To:** [Beale, William TRAN:EX](#)  
**Cc:** [Machell, Aileen GCPE:EX](#); [Papadopoulos, James TRAN:EX](#)  
**Subject:** Re: PMH1  
**Date:** Wednesday, July 25, 2018 4:48:11 PM

---

Great thx

**Katie Robb**

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
M: [250.920.8371](tel:250.920.8371)

On Jul 25, 2018, at 4:33 PM, Beale, William TRAN:EX <[William.Beale@gov.bc.ca](mailto:William.Beale@gov.bc.ca)> wrote:

Feedback/edits under works

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, July 25, 2018 11:55 AM  
**To:** Beale, William TRAN:EX; Machell, Aileen GCPE:EX; Papadopoulos, James TRAN:EX  
**Subject:** PMH1

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Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Machell, Aileen GCPE:EX](#)  
**To:** [Beale, William TRAN:EX](#)  
**Subject:** RE: PMH1  
**Date:** Thursday, July 26, 2018 12:30:27 PM  
**Attachments:** [IN - PMH1 Independent Review AM.docx](#)

---

Aileen Machell  
Issues Manager  
778.584.0257

---

**From:** Beale, William TRAN:EX  
**Sent:** Thursday, July 26, 2018 11:52 AM  
**To:** Machell, Aileen GCPE:EX  
**Subject:** FW: PMH1

Hey, if we are going to make some changes to this its due EOD.

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, July 25, 2018 11:55 AM  
**To:** Beale, William TRAN:EX; Machell, Aileen GCPE:EX; Papadopoulos, James TRAN:EX  
**Subject:** PMH1

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Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Machell, Aileen GCPE:EX](#)  
**To:** [Howlett, Tim GCPE:EX](#)  
**Subject:** Re: PMH1  
**Date:** Wednesday, July 25, 2018 3:38:57 PM

---

Next week.

Sent from my iPhone

On Jul 25, 2018, at 3:35 PM, Howlett, Tim GCPE:EX <[Tim.Howlett@gov.bc.ca](mailto:Tim.Howlett@gov.bc.ca)> wrote:

No. do you know when this is expected to be public?

---

**From:** Machell, Aileen GCPE:EX  
**Sent:** Wednesday, July 25, 2018 3:31 PM  
**To:** Howlett, Tim GCPE:EX  
**Subject:** Fwd: PMH1

Is this on your radar?

Sent from my iPhone

Begin forwarded message:

**From:** "Robb, Katie GCPE:EX" <[Katie.Robb@gov.bc.ca](mailto:Katie.Robb@gov.bc.ca)>  
**Date:** July 25, 2018 at 11:55:11 AM PDT  
**To:** "Beale, William TRAN:EX" <[William.Beale@gov.bc.ca](mailto:William.Beale@gov.bc.ca)>, "Machell, Aileen GCPE:EX" <[Aileen.Machell@gov.bc.ca](mailto:Aileen.Machell@gov.bc.ca)>, "Papadopoulos, James TRAN:EX" <[James.Papadopoulos@gov.bc.ca](mailto:James.Papadopoulos@gov.bc.ca)>  
**Subject:** PMH1

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Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

**From:** [Machell, Aileen GCPE:EX](#)  
**To:** [Howlett, Tim GCPE:EX](#)  
**Subject:** thoughts?  
**Date:** Wednesday, July 25, 2018 4:40:24 PM  
**Attachments:** [IN - PMH1 Independent Review AM.docx](#)

---

Aileen Machell  
Issues Manager  
778.584.0257

## Smith, Justin GCPE:EX

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Wednesday, August 1, 2018 10:41 AM  
**To:** Robb, Katie GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX; Flood, Leanne GCPE:EX  
**Subject:** RE: PMH1

Ok, here is what I've found with media interested in this topic.

Bob Mackin - [bob@thebreaker.news](mailto:bob@thebreaker.news)  
Jennifer Saltman - [jensaltman@postmedia.com](mailto:jensaltman@postmedia.com)  
Marcella Bernardo - [marcella.bernardo@vancouVERRADIO.rogers.com](mailto:marcella.bernardo@vancouVERRADIO.rogers.com)  
Cristina Agudo - [cristina.agudo@constructconnect.com](mailto:cristina.agudo@constructconnect.com)  
Tina Lovgreen - [tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
Katya Slepian - [katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
Ethan Sawyer - [ethan.sawyer@cbc.ca](mailto:ethan.sawyer@cbc.ca)  
Ashley Wadhwani - [Ashley.wadhwani@bpdigital.ca](mailto:Ashley.wadhwani@bpdigital.ca)  
Michele Brunoro - [michele.brunoro@bellmedia.ca](mailto:michele.brunoro@bellmedia.ca)

Thanks,  
Danielle

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, August 1, 2018 10:27 AM  
**To:** Pope, Danielle GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX; Flood, Leanne GCPE:EX  
**Subject:** PMH1

Danielle/Leanne - can one of you do a quick scan and let Sonja Z know if any/which reporters have followed up about the PMH1 review in the past few months? Thx!

**Katie Robb**  
Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
M: [250.920.8371](tel:250.920.8371)

## Smith, Justin GCPE:EX

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Thursday, August 2, 2018 9:37 AM  
**To:** 'Katya Slepian - BlackPress Digital'  
**Subject:** RE: media request: Port Mann bridge report

Hi Kat – checking into this.

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

Hi Danielle – we hear that a report from Perrin, Thorau and Associate about Port Mann oversight was recently released. Can I please get a copy?

Thanks

Kat

Katya Slepian  
Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
[@katslepian](#)





**Smith, Justin GCPE:EX**

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Wednesday, August 1, 2018 10:33 AM  
**To:** Robb, Katie GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX; Flood, Leanne GCPE:EX  
**Subject:** RE: PMH1

Yes – checking into this now.

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Robb, Katie GCPE:EX  
**Sent:** Wednesday, August 1, 2018 10:27 AM  
**To:** Pope, Danielle GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX; Flood, Leanne GCPE:EX  
**Subject:** PMH1

Danielle/Leanne - can one of you do a quick scan and let Sonja Z know if any/which reporters have followed up about the PMH1 review in the past few months? Thx!

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Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
M: [250.920.8371](tel:250.920.8371)

## Smith, Justin GCPE:EX

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Thursday, August 2, 2018 9:38 AM  
**To:** Bowness, Lianne GCPE:EX; Robb, Katie GCPE:EX  
**Cc:** Flood, Leanne GCPE:EX  
**Subject:** FW: media request: Port Mann bridge report

First confirming – I'll send all requests of this nature to Sonja Z?

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

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Thanks

Kat

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Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
[@katslepian](#)



**Smith, Justin GCPE:EX**

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Monday, June 11, 2018 4:52 PM  
**To:** 'cristina.agudo@constructconnect.com'  
**Subject:** Port Mann bridge review

Hi Cristina,

Regarding your inquiry about the Port Mann bridge review, please attribute the following to the Ministry of Transportation and Infrastructure.

The provincial government's review of the Port Mann/Highway 1 Improvement Project is ongoing. The review's findings will be made public once it is complete. We expect to release the report findings before the end of the summer.

Thanks,  
Danielle

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

## Smith, Justin GCPE:EX

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Monday, June 11, 2018 2:28 PM  
**To:** 'tina.lovgreen@cbc.ca'  
**Subject:** Port Mann Bridge report

Hi Tina,

Regarding your follow up questions, please attribute the following to the Ministry.

Q: Any idea when the review will be complete?

- We expect to release the report findings before the end of the summer.

Q: And is it possible to explain why the report won't be released to the media until the review is done?

- The BC government will wait until the review is complete, and until ministry staff have had the time to analyse the contents of the review, before it is released to the public and the media.
- This is standard practice.

Thanks,  
Danielle

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

## Smith, Justin GCPE:EX

---

**From:** Zoeller, Sonja GCPE:EX  
**Sent:** Thursday, August 2, 2018 9:51 AM  
**To:** Pope, Danielle GCPE:EX  
**Cc:** Robb, Katie GCPE:EX; Bowness, Lianne GCPE:EX; Flood, Leanne GCPE:EX  
**Subject:** RE: Media request: Port Mann bridge report

Yes, I'll send the docs.

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** August 2, 2018 9:47 AM  
**To:** Zoeller, Sonja GCPE:EX  
**Cc:** Robb, Katie GCPE:EX ; Bowness, Lianne GCPE:EX ; Flood, Leanne GCPE:EX  
**Subject:** Media request: Port Mann bridge report

Hi Sonja – please see the below request from BlackPress. I understand you will be responding to these.

Thanks,  
Danielle

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

Hi Danielle – we hear that a report from Perrin, Thorau and Associate about Port Mann oversight was recently released. Can I please get a copy?

Thanks

Kat

Katya Slepian  
Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
[@katslepian](#)



## Smith, Justin GCPE:EX

---

**From:** Bowness, Lianne GCPE:EX  
**Sent:** Monday, June 11, 2018 4:49 PM  
**To:** Pope, Danielle GCPE:EX; Lowe, Sonia GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX  
**Subject:** RE: FOR APPROVAL - TRAN Media Request: Port Mann bridge review

My mistake – this is correct. Yes OK to send the same to the reporter.

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Monday, June 11, 2018 4:46 PM  
**To:** Bowness, Lianne GCPE:EX; Lowe, Sonia GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX  
**Subject:** FOR APPROVAL - TRAN Media Request: Port Mann bridge review

Hi Lianne, Sonia and Craig,

Ok to send on the previously approved messaging to this reporter?

Danielle

### Reporter

Cristina Agudo, Reporter  
Construct Connect (trade publication)  
[cristina.agudo@constructconnect.com](mailto:cristina.agudo@constructconnect.com)  
604-412-2205

**Deadline** ASAP

### Request

Reporter would like to know the timeline for the Port Mann bridge review, and also know when construction would likely be slated to start.

### Background

### Recommendation

The provincial government's review of the Port Mann/Highway 1 Improvement Project is ongoing. The review's findings will be made public once it is complete. We expect to release the report findings before the end of the summer.

## Smith, Justin GCPE:EX

---

**From:** Zoeller, Sonja GCPE:EX  
**Sent:** Monday, June 4, 2018 11:24 AM  
**To:** Bowness, Lianne GCPE:EX  
**Cc:** Currie, David GCPE:EX  
**Subject:** FW: Hello from CBC News: Port Mann

Hi Lianne, do you want to get back to her again?

SZ

**From:** Tina Lovgreen [<mailto:tina.lovgreen@cbc.ca>]  
**Sent:** Monday, June 4, 2018 11:21 AM  
**To:** Zoeller, Sonja GCPE:EX  
**Subject:** Hello from CBC News: Port Mann

Hi Sonja,

How are you

I'm looking to get a copy of a the report that the Ministry of Finance commissioned to be done on the construction of the Port Mann Highway 1 project.

I believe the report was done in February.

Thank you,

Tina

Tina Lovgreen  
Video Journalist  
CBC News Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604 787 0647 | @tinalovgreen

## Smith, Justin GCPE:EX

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**From:** Currie, David GCPE:EX  
**Sent:** Monday, June 11, 2018 1:02 PM  
**To:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX; Pope, Danielle GCPE:EX  
**Subject:** RE: TRAN Follow-up Media Request: Port Mann Bridge report

Suggested response:

Any idea when the review will be complete?

- We expect to release the report findings before the end of the summer.

And is it possible to explain why the report won't be released to the media until the review is done?

- The BC government will wait until the review is complete, and until ministry staff have had the time to analyse the contents of the review, before it is released to the public and the media.
- This is standard practice.

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**From:** Bowness, Lianne GCPE:EX  
**Sent:** Monday, June 11, 2018 11:37 AM  
**To:** Currie, David GCPE:EX ; Zoeller, Sonja GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX ; Pope, Danielle GCPE:EX  
**Subject:** RE: TRAN Follow-up Media Request: Port Mann Bridge report

s.13

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**From:** Currie, David GCPE:EX  
**Sent:** Monday, June 11, 2018 11:19 AM  
**To:** Bowness, Lianne GCPE:EX; Zoeller, Sonja GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX; Pope, Danielle GCPE:EX  
**Subject:** RE: TRAN Follow-up Media Request: Port Mann Bridge report

We will get you something.

s.13

---

**From:** Bowness, Lianne GCPE:EX  
**Sent:** Monday, June 11, 2018 10:23 AM  
**To:** Currie, David GCPE:EX <[David.Currie@gov.bc.ca](mailto:David.Currie@gov.bc.ca)>; Zoeller, Sonja GCPE:EX <[Sonja.Zoeller@gov.bc.ca](mailto:Sonja.Zoeller@gov.bc.ca)>  
**Cc:** Chambers, Craig GCPE:EX <[Craig.Chambers@gov.bc.ca](mailto:Craig.Chambers@gov.bc.ca)>; Pope, Danielle GCPE:EX <[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)>  
**Subject:** FW: TRAN Follow-up Media Request: Port Mann Bridge report

Hi David & Sonja, we have answered this reporter (Tina Lovegreen) but she has come back with follow up questions.



s.13

**Proposed response:**

The review of the Port Mann/Highway 1 Improvement Project is ongoing. s.13

s.13

The BC government will wait until the review is complete, and until ministry staff have had the time to analyse the contents of the review, before it is released to the public and the media.

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**From:** Pope, Danielle GCPE:EX  
**Sent:** Monday, June 11, 2018 10:18 AM  
**To:** Bowness, Lianne GCPE:EX  
**Subject:** TRAN Follow-up Media Request: Port Mann Bridge report

**Reporter**

Tina Lovgreen, Reporter  
CBC - Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604-787-0647 c: 778-863-7117

**Deadline** ASAP

**Request**

Any idea when the review will be complete?

And is it possible to explain why the report won't be released to the media until the review is done?

**Background**

This is a follow-up to a media request from June 8, 2018.

*REQUEST:*

Reporter writes:

I'm looking to get a copy of a the report that the Ministry of Finance commissioned on the construction of the Port Mann Highway 1 project.

I believe the report was done in February.

I would like to get a copy of the report.

*RESPONSE:*

Provided Background

The provincial government's review of the Port Mann/Highway 1 Improvement Project is ongoing. The review's findings will be made public once it is complete.

**Recommendation**

## Smith, Justin GCPE:EX

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**From:** Pope, Danielle GCPE:EX  
**Sent:** Friday, June 1, 2018 3:16 PM  
**To:** Beale, William TRAN:EX; Papadopoulos, James TRAN:EX  
**Cc:** Robb, Katie GCPE:EX; Bowness, Lianne GCPE:EX; Chambers, Craig GCPE:EX  
**Subject:** FYI: TRAN Media Request: Port Mann report

Will and James,

FYI on the following.

Thanks,  
Danielle

### Reporter

Tina Lovegreen, Reporter  
CBC - Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604-787-0647

**Deadline** ASAP

### Request

Reporter says:

- I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?
- If my memory serves me correct, the province hired someone to do a review and make recommendations.

### Background

### Recommendation

The provincial government's review of the Port Mann bridge project is ongoing. The review findings will be made public once the review is complete.

## Smith, Justin GCPE:EX

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Friday, June 1, 2018 3:31 PM  
**To:** Currie, David GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Chambers, Craig GCPE:EX  
**Subject:** Heads up - TRAN Follow-up Media Request: Port Mann report

Hi David,

Heads up on the below request we received today, and this follow-up, below. Understand this is sitting with Finance right now. Feel free to give me a shout if you want to discuss.

Danielle

### Reporter

Tina Lovegreen, Reporter  
CBC - Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604-787-0647

### Deadline ASAP

### Request

Reporter says: So just to confirm there is no report that was completed and given to the Ministry on the Port Mann Bridge project?

### Background

This is a follow-up to a media request from June 1, 2018.

#### *REQUEST:*

Reporter says:

- I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?
- If my memory serves me correct, the province hired someone to do a review and make recommendations.

#### *RESPONSE:*

Provided Background

The provincial government's review of the Port Mann bridge project is ongoing. The review findings will be made public once the review is complete.

### Recommendation

**Smith, Justin GCPE:EX**

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**From:** Tina Lovgreen <tina.lovgreen@cbc.ca>  
**Sent:** Friday, June 1, 2018 11:58 AM  
**To:** Pope, Danielle GCPE:EX; Bowness, Lianne GCPE:EX  
**Subject:** Hello from CBC News: Port Mann Report

Hi Danielle and Lianne,

Hope you're both well.

I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?

If my memory serves me correct, the province hired someone to do a review and make recommendations.

Thanks,

Tina

Tina Lovgreen  
Video Journalist  
CBC News Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604 787 0647 | @tinalovgreen

## Smith, Justin GCPE:EX

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**From:** Pope, Danielle GCPE:EX  
**Sent:** Friday, June 1, 2018 2:52 PM  
**To:** Bowness, Lianne GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX  
**Subject:** FOR APPROVAL: TRAN Media Request: Port Mann report

Hi Lianne,

Ok to send the following to the reporter? We sent this to Bob Mackin last week, so I think an FYI to the MO should be fine.

Thanks,  
Danielle

### Reporter

Tina Lovegreen, Reporter  
CBC - Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604-787-0647

**Deadline** ASAP

### Request

Reporter says:

- I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?
- If my memory serves me correct, the province hired someone to do a review and make recommendations.

### Background

### Recommendation

The provincial government's review of the Port Mann bridge project is ongoing. The review findings will be made public once the review is complete.

## Smith, Justin GCPE:EX

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**From:** Zoeller, Sonja GCPE:EX  
**Sent:** Monday, June 4, 2018 11:24 AM  
**To:** Bowness, Lianne GCPE:EX  
**Cc:** Currie, David GCPE:EX  
**Subject:** FW: Hello from CBC News: Port Mann

Hi Lianne, do you want to get back to her again?

SZ

**From:** Tina Lovgreen [<mailto:tina.lovgreen@cbc.ca>]  
**Sent:** Monday, June 4, 2018 11:21 AM  
**To:** Zoeller, Sonja GCPE:EX  
**Subject:** Hello from CBC News: Port Mann

Hi Sonja,

How are you

I'm looking to get a copy of a the report that the Ministry of Finance commissioned to be done on the construction of the Port Mann Highway 1 project.

I believe the report was done in February.

Thank you,

Tina

Tina Lovgreen  
Video Journalist  
CBC News Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604 787 0647 | @tinalovgreen

## Smith, Justin GCPE:EX

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**From:** Tina Lovgreen <tina.lovgreen@cbc.ca>  
**Sent:** Friday, June 1, 2018 2:43 PM  
**To:** Pope, Danielle GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX  
**Subject:** Re: Hello from CBC News: Port Mann Report

Thank you!

Tina Lovgreen  
Video Journalist  
CBC News Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604 787 0647 | @tinalovgreen

On Fri, Jun 1, 2018 at 2:37 PM, Pope, Danielle GCPE:EX <[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)> wrote:

Hi Tina,

I'm checking into this and will get back to you as soon as able.

Thanks,  
Danielle

**Danielle Pope** | Media Relations

Government Communications and Public Engagement

Ministry of Transportation and Infrastructure

Telephone: 250-356-8241 | Mobile: 778-679-0133

[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

**From:** Tina Lovgreen [mailto:[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)]  
**Sent:** Friday, June 1, 2018 11:58 AM  
**To:** Pope, Danielle GCPE:EX; Bowness, Lianne GCPE:EX  
**Subject:** Hello from CBC News: Port Mann Report

Hi Danielle and Lianne,

Hope you're both well.

I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?

If my memory serves me correct, the province hired someone to do a review and make recommendations.

Thanks,

Tina

Tina Lovgreen

Video Journalist

CBC News Vancouver

[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)

604 787 0647 | @tinalovgreen



## Smith, Justin GCPE:EX

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**From:** Robb, Katie GCPE:EX  
**Sent:** Thursday, August 2, 2018 9:45 AM  
**To:** Pope, Danielle GCPE:EX; Bowness, Lianne GCPE:EX  
**Cc:** Flood, Leanne GCPE:EX  
**Subject:** RE: media request: Port Mann bridge report

Yes to Sonja pls.

### Katie Robb

Communications Director | Ministry of Transportation and Infrastructure  
Government Communications & Public Engagement  
O: [250.953.4865](tel:250.953.4865) | M: [250.920.8371](tel:250.920.8371)

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Thursday, August 2, 2018 9:38 AM  
**To:** Bowness, Lianne GCPE:EX; Robb, Katie GCPE:EX  
**Cc:** Flood, Leanne GCPE:EX  
**Subject:** FW: media request: Port Mann bridge report

First confirming – I'll send all requests of this nature to Sonja Z?

**Danielle Pope** | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

Hi Danielle – we hear that a report from Perrin, Thorau and Associate about Port Mann oversight was recently released. Can I please get a copy?

Thanks

Kat

Katya Slepian  
Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
[@katslepian](#)



## Smith, Justin GCPE:EX

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**From:** Pope, Danielle GCPE:EX  
**Sent:** Friday, June 1, 2018 3:15 PM  
**To:** 'tina.lovgreen@cbc.ca'  
**Subject:** Ministry response

Hi Tina,

Please attribute the following to the Ministry, as usual.

The provincial government's review of the Port Mann bridge project is ongoing. The review findings will be made public once the review is complete.

Thanks,  
Danielle

Danielle Pope | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

**Smith, Justin GCPE:EX**

---

**From:** Zoeller, Sonja GCPE:EX  
**Sent:** Wednesday, August 1, 2018 9:37 AM  
**To:** Robb, Katie GCPE:EX; Foster, Doug FIN:EX  
**Cc:** Justesen, Josh T FIN:EX  
**Subject:** PM Bridge Review release  
**Attachments:** 2 Technical Report - PMH1 review.pdf; PMH1 Management Response - Memo to FIN - SIGNED w Appendix.pdf; Summary Report - Port Mann - Feb 2018.pdf

**Importance:** High

FYI I will be sending the attached documents with the message below to CBC reporter Tina Lovgreen by 10:15am. Please call if you have any questions.

---

Good morning Tina,

As you expressed an interest in obtaining the Port Mann Bridge project review in the spring, I am sending you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Please also be advised that we will be releasing the report to other media who have asked for it later today. Since CBC initially expressed an interest in this topic, we are sending this to you first.

Best,

**Sonja Zoeller**  
Communications Manager  
Ministry of Finance  
desk: 250-387-1248  
Cell: 250-812-6844

## Smith, Justin GCPE:EX

---

**From:** Currie, David GCPE:EX  
**Sent:** Friday, June 1, 2018 3:42 PM  
**To:** Bowness, Lianne GCPE:EX; Pope, Danielle GCPE:EX; Zoeller, Sonja GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX  
**Subject:** RE: Heads up - TRAN Follow-up Media Request: Port Mann report

Sounds good, tks.

---

**From:** Bowness, Lianne GCPE:EX  
**Sent:** Friday, June 1, 2018 3:39 PM  
**To:** Currie, David GCPE:EX ; Pope, Danielle GCPE:EX ; Zoeller, Sonja GCPE:EX  
**Cc:** Chambers, Craig GCPE:EX  
**Subject:** RE: Heads up - TRAN Follow-up Media Request: Port Mann report

Totally agree – thanks David!

---

**From:** Currie, David GCPE:EX  
**Sent:** Friday, June 1, 2018 3:38 PM  
**To:** Pope, Danielle GCPE:EX; Zoeller, Sonja GCPE:EX  
**Cc:** Bowness, Lianne GCPE:EX; Chambers, Craig GCPE:EX  
**Subject:** RE: Heads up - TRAN Follow-up Media Request: Port Mann report

Tks Danielle.

Not sure we need to say much more than what we've said already.

- The provincial government's review of the Port Mann bridge is ongoing.
- The review's findings will be made public once it is complete.

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** Friday, June 1, 2018 3:31 PM  
**To:** Currie, David GCPE:EX <[David.Currie@gov.bc.ca](mailto:David.Currie@gov.bc.ca)>  
**Cc:** Bowness, Lianne GCPE:EX <[Lianne.Bowness@gov.bc.ca](mailto:Lianne.Bowness@gov.bc.ca)>; Chambers, Craig GCPE:EX <[Craig.Chambers@gov.bc.ca](mailto:Craig.Chambers@gov.bc.ca)>  
**Subject:** Heads up - TRAN Follow-up Media Request: Port Mann report

Hi David,

Heads up on the below request we received today, and this follow-up, below. Understand this is sitting with Finance right now. Feel free to give me a shout if you want to discuss.

Danielle

### Reporter

Tina Lovegreen, Reporter  
CBC - Vancouver  
[tina.lovgreen@cbc.ca](mailto:tina.lovgreen@cbc.ca)  
604-787-0647

**Deadline ASAP****Request**

Reporter says: So just to confirm there is no report that was completed and given to the Ministry on the Port Mann Bridge project?

**Background**

This is a follow-up to a media request from June 1, 2018.

*REQUEST:*

Reporter says:

- I'm wondering if the report into the Port Mann after the CBC investigation ever wrapped up? And if it's available to read?
- If my memory serves me correct, the province hired someone to do a review and make recommendations.

*RESPONSE:*

Provided Background

The provincial government's review of the Port Mann bridge project is ongoing. The review findings will be made public once the review is complete.

**Recommendation**

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**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Tina Lovgreen](#)  
**Subject:** Following up - Port Mann Bridge report  
**Date:** Wednesday, August 1, 2018 10:05:00 AM  
**Attachments:** [Summary Report - Port Mann - Feb 2018.pdf](#)  
[2 Technical Report - PMH1 review.pdf](#)  
[PMH1 Management Response.pdf](#)

---

Good morning Tina,

As you expressed an interest in obtaining the Port Mann Bridge project review earlier this year, I am sending you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Please also be advised that we will be releasing the report to other media who have asked for it later today. Since CBC initially expressed an interest in this topic, we are sending this to you first.

Best,

**Sonja Zoeller**

Communications Manager

Ministry of Finance

desk: 250-387-1248

Cell: 250-812-6844



**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Plan, Jakelene GCPE:EX](#)  
**Subject:** FW: Media request: Port Mann bridge report  
**Date:** Thursday, August 2, 2018 9:49:00 AM  
**Attachments:** [image001.jpg](#)

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Hub please.

---

**From:** Pope, Danielle GCPE:EX  
**Sent:** August 2, 2018 9:47 AM  
**To:** Zoeller, Sonja GCPE:EX <Sonja.Zoeller@gov.bc.ca>  
**Cc:** Robb, Katie GCPE:EX <Katie.Robb@gov.bc.ca>; Bowness, Lianne GCPE:EX <Lianne.Bowness@gov.bc.ca>; Flood, Leanne GCPE:EX <Leanne.Flood@gov.bc.ca>  
**Subject:** Media request: Port Mann bridge report

Hi Sonja – please see the below request from BlackPress. I understand you will be responding to these.

Thanks,  
Danielle

**Danielle Pope** | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

---

**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

Hi Danielle – we hear that a report from Perrin, Thorau and Associate about Port Mann oversight was recently released. Can I please get a copy?

Thanks

Kat

Katya Slepian  
Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
@katslepian



## BACKGROUNDER

**Issue: Review of Port Mann Bridge Project (PMH1)**

**Meeting: July 10, 2018**

**Date: July 09, 2018**

## MEETING –

**Preparation for meeting amongst:**

- **Minister of Finance**  
—DM L. Wanamaker/ADM D. Foster
- **Minister of Transportation and Infrastructure**  
—DM G. Main

## KEY FACTS REGARDING THE ISSUE:

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### Independent Review Findings

- The Consultant noted that development, management and oversight of the Project generally followed industry practices and met industry standards.
  - a. Design-build was the best choice of delivery method for this project.
  - b. The Design-Build Agreement (Agreement), except for some noted deficiencies, was a comprehensive and effective document.
  - c. There were proper separations of authority in the Province's management of the Project, and the organization of the management team followed good practices.
  - d. Changes in the committees of TI Corp's Board of Directors properly anticipated TI Corp's change from a project management organization into a full-fledged business with responsibilities for collecting revenues and storing personal information.
  - e. The Project budget was set at \$3.319B. When stated on the same accounting basis, that figure rose to \$3.367B by the end of the Project construction term.
  - f. The Agreement with Kiewit/Flatiron was the largest item in the budget. TI Corp paid Kiewit/Flatiron \$2.691B against contract authorities totaling to \$2.700B for all authorized expenditures, including both capitalized and operating expenditures.

However, the \$64M contingency in the Project's budget was insufficient.

- The decision to accelerate construction of the Project arose from delays imposed by utility projects beyond the control of the contractor Kiewit/Flatiron. The Consultant concurs that the decision was made by the TI Corp Board of Directors as was appropriate, based on information and analysis provided by the Project Director and was consistent with the objectives of the Project, which included the reduction of travel times and congestion.
- The Consultant noted that the flow of funds to the contractor for the specific purpose of the acceleration was managed and carefully checked against authorizations existing within the TI Corp's contractor Agreement.
- During the Project review, the Consultant did identify a number of opportunities to improve Project development, monitoring and control. A summarized (26 page) version of the Consultant's report is shown in Appendix 3. A much larger detailed report (nearly 180 pages) is also available. Key report recommendations:

1. **Project and construction management capacity** – If the Province believes that it will directly manage the design and construction of major transportation infrastructure projects in the future then it should maintain the people, business processes and information systems that enable it to do so. At a minimum, these capabilities should include:

- **Independent cost and schedule estimation** – The ability to estimate the cost and schedule of a large transportation infrastructure project using best practices and using project management information systems that are compatible with those used by the contractors for the duration of the project.
- **Project, design and construction management records** – The management of records created during project development, design and construction in a records management system that is designed for project management.
- **Risk management** – The Province should, as a major project proceeds through design and construction, revise the risk register and use risk-based schedule and cost management tools to revise contingency funding and manage cost and schedule risks throughout the life of the project.

2. **Contingencies** – The Province should publish a policy for the contingency funding of cost increases in surface transportation projects that defines the source of funds available for such contingencies and the optimal distribution of contingency funding within projects and across projects in the Province’s surface transportation programs.
3. **Pricing of public inputs** – The Province should consider the question of how best to value Crown assets when they are consumed as inputs into its maintenance and construction programs, keeping in mind the opportunity costs of those assets, and establish guidelines for the costing of these assets as they are consumed.
4. **Overhead and profit margins in change orders** – In future contracts, the Province should revise its mechanisms for estimating markups in change orders. The mechanism for overhead costs should not necessarily assume that overhead costs are a linear geometric function of direct and indirect costs, and the rate of profit should be commensurate with the risks and the commitment of capital that the change order requires of the contractor.
5. **Schedule specifications in the contract** – The Province should specify scheduling and schedule reporting requirements in its contracts for major projects with submission deadlines, submission frequency requirements and requirements to resource-load schedules and thus produce a schedule of values.
6. **Schedule performance measures** – The Province should measure and analyze schedule performance measures as projects are designed and constructed. Those measures should include variances from the planned value curve and earned value.
7. **Schedule of values for progress payments** – The Province should use, as much as possible, a project’s schedule of values and estimates of earned value to determine the amounts of progress payments.

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### **Appendix 3 – Port Mann/Highway 1 (PMH1) Construction Review – Consultant’s Report of Findings and Recommendations**

**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Gillezeau, Rob FIN:EX](#); [Spilker, Robyn FIN:EX](#)  
**Cc:** [Henry, Molly FIN:EX](#); [Youngs, Kirsten R GCPE:EX](#)  
**Subject:** Media: 1 New (BP, PM bridge)  
**Date:** Thursday, August 2, 2018 9:53:00 AM

---

FYI, sending report.

**Reporter**

Katya Slepian, Reporter  
Black Press Digital  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
604-831-5576

**Deadline** ASAP

**Request**

Reporter is looking for a copy of the Perrin, Thorau and Associate report about Port Mann oversight that was recently released.

**Recommendation – sending documents.**

**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Robb, Katie GCPE:EX](#); [Foster, Doug FIN:EX](#)  
**Cc:** [Justesen, Josh T FIN:EX](#)  
**Subject:** PM Bridge Review release  
**Date:** Wednesday, August 1, 2018 9:37:00 AM  
**Attachments:** [2 Technical Report - PMH1 review.pdf](#)  
[PMH1 Management Response - Memo to FIN - SIGNED w Appendix.pdf](#)  
[Summary Report - Port Mann - Feb 2018.pdf](#)  
**Importance:** High

---

FYI I will be sending the attached documents with the message below to CBC reporter Tina Lovgreen by 10:15am. Please call if you have any questions.

---

Good morning Tina,

As you expressed an interest in obtaining the Port Mann Bridge project review in the spring, I am sending you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Please also be advised that we will be releasing the report to other media who have asked for it later today. Since CBC initially expressed an interest in this topic, we are sending this to you first.

Best,

**Sonja Zoeller**

Communications Manager

Ministry of Finance

desk: 250-387-1248

Cell: 250-812-6844

**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Pope, Danielle GCPE:EX](#)  
**Cc:** [Robb, Katie GCPE:EX](#); [Bowness, Lianne GCPE:EX](#); [Flood, Leanne GCPE:EX](#)  
**Subject:** RE: Media request: Port Mann bridge report  
**Date:** Thursday, August 2, 2018 9:50:00 AM  
**Attachments:** [image001.jpg](#)

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Yes, I'll send the docs.

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**From:** Pope, Danielle GCPE:EX  
**Sent:** August 2, 2018 9:47 AM  
**To:** Zoeller, Sonja GCPE:EX <[Sonja.Zoeller@gov.bc.ca](mailto:Sonja.Zoeller@gov.bc.ca)>  
**Cc:** Robb, Katie GCPE:EX <[Katie.Robb@gov.bc.ca](mailto:Katie.Robb@gov.bc.ca)>; Bowness, Lianne GCPE:EX <[Lianne.Bowness@gov.bc.ca](mailto:Lianne.Bowness@gov.bc.ca)>; Flood, Leanne GCPE:EX <[Leanne.Flood@gov.bc.ca](mailto:Leanne.Flood@gov.bc.ca)>  
**Subject:** Media request: Port Mann bridge report

Hi Sonja – please see the below request from BlackPress. I understand you will be responding to these.

Thanks,  
Danielle

**Danielle Pope** | Media Relations  
Government Communications and Public Engagement  
Ministry of Transportation and Infrastructure  
Telephone: 250-356-8241 | Mobile: 778-679-0133  
[Danielle.Pope@gov.bc.ca](mailto:Danielle.Pope@gov.bc.ca)

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**From:** Katya Slepian - BlackPress Digital [<mailto:katya.slepian@bpdigital.ca>]  
**Sent:** Thursday, August 2, 2018 9:32 AM  
**To:** Pope, Danielle GCPE:EX  
**Subject:** media request: Port Mann bridge report

Hi Danielle – we hear that a report from Perrin, Thorau and Associate about Port Mann oversight was recently released. Can I please get a copy?

Thanks

Kat

Katya Slepian  
Provincial Reporter  
Digital division  
Black Press B.C.  
Cell: 604-831-5576  
[katya.slepian@bpdigital.ca](mailto:katya.slepian@bpdigital.ca)  
@katslepian



**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Marcella Bernardo](#)  
**Subject:** Re: Request - Port Mann review  
**Date:** Wednesday, August 1, 2018 6:32:01 PM

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In the interest of full disclosure, I have shared it with CBC as they were the first outlet to be interested in this topic.

Minister James isn't available tomorrow but give me a call tomorrow and a sense of your questions and I can see what's possible.

Sonja Zoeller  
Communications Manager  
Ministry of Finance

Sent from my iPhone

On Aug 1, 2018, at 5:44 PM, Marcella Bernardo  
<[Marcella.Bernardo@vancouerradio.rogers.com](mailto:Marcella.Bernardo@vancouerradio.rogers.com)> wrote:

Hi Sonja,

I'm finally looking at this now, but won't have time to process anything tonight and I'm hoping this information hasn't been shared with any other reporters yet.

Would Finance Minister Carole James be available for a phone interview after 11am tomorrow?

The best number to call is 604-877-4400.

Fingers crossed,  
Marcella

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**From:** Zoeller, Sonja GCPE:EX <[Sonja.Zoeller@gov.bc.ca](mailto:Sonja.Zoeller@gov.bc.ca)>  
**Sent:** August 1, 2018 2:10 PM  
**To:** Marcella Bernardo <[Marcella.Bernardo@vancouerradio.rogers.com](mailto:Marcella.Bernardo@vancouerradio.rogers.com)>  
**Subject:** RE: Request - Port Mann review

Hi Marcella,

I'm now in a position to release the report to you. I have attached for you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Thanks,

**Sonja Zoeller**

Communications Manager  
Ministry of Finance  
desk: 250-387-1248  
Cell: 250-812-6844

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**From:** Marcella Bernardo [<mailto:Marcella.Bernardo@vancouverradio.rogers.com>]

**Sent:** July 31, 2018 11:22 AM

**To:** Zoeller, Sonja GCPE:EX <[Sonja.Zoeller@gov.bc.ca](mailto:Sonja.Zoeller@gov.bc.ca)>

**Subject:** RE: Request - Port Mann review

Hi,

Any update on when this review will be complete?

---

**From:** Zoeller, Sonja GCPE:EX <[Sonja.Zoeller@gov.bc.ca](mailto:Sonja.Zoeller@gov.bc.ca)>

**Sent:** July 27, 2018 3:32 PM

**To:** Marcella Bernardo <[Marcella.Bernardo@vancouverradio.rogers.com](mailto:Marcella.Bernardo@vancouverradio.rogers.com)>

**Subject:** Request - Port Mann review

Hi Marcella,

I understand you inquired with TRAN about the status of the Port Mann bridge review. Since Ministry of Finance is leading that, your request came to me for response.

Please treat this as background info:

- The provincial government's review of the Port Mann bridge project is ongoing. Next steps will be determined after the review is complete.

Have a great weekend!

**Sonja Zoeller**

Communications Manager  
Ministry of Finance  
desk: 250-387-1248  
Cell: 250-812-6844



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**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Marcella Bernardo](#)  
**Subject:** RE: Request - Port Mann review  
**Date:** Wednesday, August 1, 2018 2:09:00 PM  
**Attachments:** [PMH1 Management Response.pdf](#)  
[2 Technical Report - PMH1 review.pdf](#)  
[Summary Report - Port Mann - Feb 2018.pdf](#)

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Hi Marcella,

I'm now in a position to release the report to you. I have attached for you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Thanks,

**Sonja Zoeller**

Communications Manager  
Ministry of Finance  
desk: 250-387-1248  
Cell: 250-812-6844

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**Sonja Zoeller**

Communications Manager

Ministry of Finance

desk: 250-387-1248

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**From:** [Zoeller, Sonja GCPE:EX](#)  
**To:** [Katya Slepian - BlackPress Digital](#)  
**Subject:** Request - Port Mann review  
**Date:** Thursday, August 2, 2018 10:43:00 AM  
**Attachments:** [PMH1 Management Response.pdf](#)  
[2 Technical Report - PMH1 review.pdf](#)  
[Summary Report - Port Mann - Feb 2018.pdf](#)

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Hi Katya,

I have attached for you the following three documents:

1. The Technical Report
2. A Summary Report
3. Response to the report

If you have any questions, please call me.

Thanks,

**Sonja Zoeller**

Communications Manager

Ministry of Finance

desk: 250-387-1248

Cell: 250-812-6844