

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: February 19, 2019 4:40 PM
To: Nash, Amber PREM:EX
Subject: FW: 21st Century Forest Plan & Program for B.C.
Attachments: British Columbia solutions.docx; Attached Message Part

Importance: High

Hi Amber,

An email from Mike Harcourt for the Premier. I've forwarded the copies as requested.

Thanks,

Elizabeth

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: February 19, 2019 1:58 PM
To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>; Minister, FLNR FLNR:EX <FLNR.Minister@gov.bc.ca>
Cc: Dewar, Bob PREM:EX <Bob.Dewar@gov.bc.ca>; MIKE HARCOURT <mharcourt@shaw.ca>
Subject: Fwd: 21st Century Forest Plan & Program for B.C.
Importance: High

Hi Elizabeth,

Please find attached a copy of 21st Century Forest Plans and Program for B.C.

To: Premier Horgan, Min. Donaldson,

Emails are not available for copies to be sent to: Geoff Meggs, John Allen, Tim Renneberg, Kenn McLaren.

I would appreciate if they could be forwarded.

Thank you for your assistance.

Best,

Moneca
Gabriel

Mike Harcourt

Executive Assistant to

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: February 4, 2019 9:04 AM
To: Nash, Amber PREM:EX
Subject: FW: Updates and Draft Agreement Attached
Attachments: Agreement for Advisory Services Draft one.docx; ATT00001.htm

Hi Amber,

An email from Mike Harcourt for PJH.

Elizabeth

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: February 2, 2019 8:35 AM
To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>
Subject: Fwd: Updates and Draft Agreement Attached

Elizabeth, John asked for this information on the Broadway Transit proposals.

Could you see that he gets it.

Thank you.

Mike H

Sent from my iPad

Begin forwarded message:

From: Mauro Chiesa <maurochiesa@aol.com>
Date: February 1, 2019 at 7:38:36 PM PST
To: mharcourt@shaw.ca
Subject: Updates and Draft Agreement Attached

Mike, it appears that France refuses to pay Bombardier for trains, as past trains are not running well. This is getting repetitive.

I also heard today that Vancouver is contemplating a tax on transit-oriented housing. This explains their avoidance of the more expensive option we had laid out. They want the cash grab, and would like the Province and Ottawa to pick up \$4bn tab.

Attached is my draft contract that you had asked for. I will be sending the Coquitlam stuff out tomorrow. Any word from Jonathan?

M

For Discussion Purposes Only

Draft Agreement for Advisory Services

AGREEMENT dated the _____ day of _____ [], between the Province of British Columbia or "the Client", who may be heading up a consortium of other cities and municipalities, and Mauro Chiesa ("The Consultant").

WHEREAS the Client has requested the Consultant to provide to the Client analytical or advisory services described in the Schedule to this Agreement which the Mauro Chiesa has agreed to provide upon the terms and conditions contained in the Agreement.

NOW therefore the parties hereto agree as follows:

Definitions

1. In this Agreement, the following terms have the following meanings:
 - (a) "Advisory Services" means the activities to be performed by Mauro Chiesa as described in the Schedule to this Agreement, as the same Schedule may be amended from time to time by mutual agreement of the Client and Mauro Chiesa; and
 - (b) "Personnel" mean internal and external staff, including external Legal, Transportation, Real Estate, Financial or O/D consultants employed by Vancouver and assigned to the performance of the Advisory Services or any part thereof.

General Provisions

2. In carrying out the Advisory Services, Mauro Chiesa will work closely with the designated officials of the Client. The Client shall: (i) arrange to provide in a timely manner any and all information to Mauro Chiesa that are relevant to the Advisory Services; (ii) permit the Personnel, to visit and inspect the sites and to have access to its books of account and records and to its employees, managers, auditors and agents; (iii) parking, and (iv) make available to Mauro Chiesa and the Personnel, at no cost to Mauro Chiesa, office space at all relevant locations where any of the facilities are located together with analytical support, secretarial support, and other necessary support services.
3. Mauro Chiesa shall, in its sole discretion, determine the composition of the Personnel for the Advisory Services, including, but not limited to, contracted Personnel and staff for the Advisory Services. Mauro Chiesa will be the exclusive and exhaustive solitary advisor for this Project.

4. The Client shall accord all Personnel and staff the status, immunities and privileges set forth in other applicable rules of Canadian and/or international law.
5. Mauro Chiesa shall perform the Advisory Services with the same care and diligence as it uses in its other analytical and advisory activities.
6. Mauro Chiesa shall keep appropriate records of the Advisory Services in accordance with its normal record-keeping practices and shall furnish to the Client such information regarding the Advisory Services as the Client shall reasonably request.

Confidentiality

7. Any reports, studies, analyses or other documents prepared by Mauro Chiesa in connection with the Advisory Services (including this Agreement), are prepared exclusively for the Client and they can be distributed by the Client to other parties with such disclaimers as Mauro Chiesa may require. Any representation of Mauro Chiesa's views cannot be made by the Client except with Mauro Chiesa's prior written consent and with such disclaimers as Mauro Chiesa shall require. Mauro Chiesa shall not, either during the term or any time after the expiration of this Agreement, disclose any proprietary or confidential information relating to the Advisory Services without the prior written consent of the Client, except for Mauro Chiesa's internal use.

Effectiveness

8. This Agreement shall come into force when the Mobilisation Fee payment is made (see Schedule attached). The Engagement Fee will be payable once the subsequent conditions for Engagement have been mutually established and satisfied by both parties.

Termination and Expiration

9. Either the Client or Mauro Chiesa may terminate this Agreement upon thirty days written notice to the other. Upon receipt of such notice, the parties shall take all appropriate steps to terminate in an orderly manner the activities then ongoing under the Advisory Services and to settle promptly all outstanding matters. Should a wrongful dismissal of Mauro Chiesa's Advisory Services occur, the Success Fee shall be payable.
10. This Agreement shall expire on the date falling twenty four (24) months after the date of this Agreement, or the effective date of the Engagement, whichever is later, unless it shall earlier be renewed with the mutual agreement of the Client and Mauro Chiesa.

11. Notwithstanding termination or expiration of this Agreement, the provisions of this Agreement relating to: (i) obligations of confidentiality and indemnity under Clauses 7, 14 and 15 hereof; respectively; and (ii) the obligation of the Client to pay to Mauro Chiesa remuneration for the Advisory Services satisfactorily performed prior to the date of termination or expiration of this Agreement, shall continue in full force and effect.

Payment

12. The amounts, currency and timing of the payments to be made by the Client to Mauro Chiesa in respect of the Advisory Services shall be as specified in the Schedule to this Agreement and be free of any PST or GST or HST. Mauro Chiesa may not use its fees to reimburse the expenses of its staff and external consultants.

Liabilities

13. Mauro Chiesa shall not be liable to the Client for any loss, cost, damage or liability that the Client shall incur as a result of the Advisory Services. Notwithstanding anything herein, Mauro Chiesa's liability, if any, to the Client hereunder shall not extend to any indirect damage, loss of profit or loss of opportunity, nor shall exceed the amount of the professional fees received by Mauro Chiesa for its account under this Agreement. By accepting to perform the Advisory Services hereunder, Mauro Chiesa does not make any express or implied offer or commitment to invest in, or provide financial resources (whether for its own account or otherwise) to, the Client or any party designated by the Client in connection with the Advisory Services.

Indemnity

14. The Client shall indemnify and hold Mauro Chiesa and its Personnel harmless from any losses, costs, damages or liability to which Mauro Chiesa or its Personnel may be subject as a result of claims by third parties resulting from the Advisory Services and reimburse Mauro Chiesa for any expenses, including any legal fees expenses, reasonably incurred by Mauro Chiesa in connection therewith; provided, however, that the Client shall not be liable under the foregoing indemnity to the extent that a court of competent jurisdiction determines in a final judgment that any such loss, claim, damage or liability resulted from the willful misconduct or gross negligence of Mauro Chiesa or its Personnel.

Settlement of Disputes

15. Any dispute arising out of, or in connection with, this Agreement which is not settled by agreement of the parties shall be finally settle by arbitration in accordance with Canada, or in the absence of Canadian settlement of disputes, the

UNCITRAL Arbitration Rules in force on the date of this Agreement. In the event of a conflict between the UNCITRAL Arbitration Rules and the terms of this Agreement, the terms of this Agreement shall govern. The place of Arbitration shall be Toronto, Canada, and the language of arbitration shall be English.

Notices

16. All notices required or permitted to be given pursuant to the agreement shall be in writing and shall be deemed to have been duly given or made when delivered by mail, electronic mail (e-mail) or facsimile to the signatories to this Agreement at their addresses as set out below or such other addresses as may be notified by either party from time to time. Notices forwarded by registered mail be deemed to be delivered five days after the date of posting. Notices made by facsimile transmission shall also be confirmed by mail.

17. The following addresses are specified for the purposes of this Agreement:

For the Client:

Telephone:

Fax:

e-mail

With a copy to:

For Mauro Chiesa:

Telephone:

Fax:

e-mail:

IN Witness WHEREOF, the parties hereto, acting through their duly authorized representatives, have caused this Agreement to be signed in their respective names as of the day, the month and year above written.

City of Vancouver

Mauro Chiesa

By: _____

By: _____

Name: _____

Name: _____

Date: _____

Date: _____

Schedule- The Bridge Line- A Brief Synopsis of Where the Project Currently Stands

The City of Vancouver (CoV) is currently developing The Broadway Line, an underground high-capacity rapid transit (HRT) project which will run parallel to Broadway, connecting the Commercial Drive intersection of the Millennium and Expo Lines and to the Arbutus terminus, and eventually to the University of British Columbia (UBC) campus. This is too short, would be very expensive and would not draw on private capital for full potential. In the protracted planning process, additional changes have occurred. They include:

- a) The rapid urbanisation of the Greater Vancouver Regional District (GVRD) region overall and the pronounced growth of the eastern municipalities; at the current growth rate, Vancouver could double in the next 40 years and the Surrey/Tri-cities area, could double in the next 30 years. The GVRD footprint is now absolutely limited by mountains, ocean, a border and an agricultural future car-oriented surface infrastructure, forcing underground alternatives. Conversely, one could profit from re-zoning the above-ground and raise additional funds for the underground.
- b) The expansion of the Central Business District (CBD) from the region north of False Creek to the Broadway region south of False Creek, and the removal of two car-oriented viaducts, resulting in an eventual “Golden Horseshoe” around False Creek.
- c) There is a nascent IP industry in Vancouver. With two university campuses (UBC and SFU), soon two major health complexes (VGH and St. Paul) and four regional universities (Carr, Capilano, BCIT and Kwantlen), there is currently a disjointed network at play and the opportunity for linking these IP-oriented anchors to the CBD is both feasible and essential. Mostly importantly, these regional and international campuses represent a perfect reverse-draw to the morning and evening commuter traffic to the Central Business District (CBD).
- d) The current system can be broadly described as a radial system. Two of the three systems were driven by Expo and by the Olympics. The optimisation of capacity on the Millennium, Canada and Expo lines, through de-bottlenecking, and the arrival of the Evergreen Line offers potential for linkages and synergies, provided the “secant” grid design is appropriate as it provides both grid and radial advantages.
- e) The need for Translink to be financially and operationally self-sustaining in its capital projects requires a debottlenecking of existing assets. It also raises the option of P3-capital and the use of real estate “asset transfers” for future project financing needs by shedding bridges and focusing on transit is essential.
- f) The availability of a 100%-renewable energy grid in BC relative to the increasing global, national and provincial focus on GHG reductions and public safety through accident reduction, less stress and less pollution. The availability of the 100% renewable grid is further enhanced by the arrival of Site C.
- g) Vancouver is approaching gridlock. Per Tom-Tom’s constant GPS-based survey, it now has a ratio of 39% in excess time in traffic, the worst in Canada. This is the third worst in North America, second only to LA and to Mexico City, which itself is the worst in the world.

Montreal, by contrast, has excellent transit penetration with 360m boardings per annum, versus 150 million boardings for Vancouver, and has a 29% congestion level, is third in Canada. Montreal and Toronto have both just announced major undertakings in transit, so we will be further behind. Vancouver must remain competitive as a port and tourism centre, as the other options to for in-bound containers to go to Sea-Tac, Portland, San Diego and Long Beach are far easier.

- h) Vancouver must retain its positive CBD aspects, together with the transport and tourism potential to keep the economy diversified. Debottlenecking is a necessity.

The above trends represent unique demands on the Broadway Line, simply put, it is no longer enough. Additionally, initial subway lines are seldom this short (7.2 km) as they offer no private capital comfort and costs are exorbitant. Additionally, the GVRD has a lot of catching up to do in transit: purely benchmarking off Montreal's transit boardings and population we are at 60% of our current potential. With the correct routing and grid design, the potential for the GVRD region is 240m per annum, versus the current estimate of 151 m per annum. This does not include the new plans for Montreal to more than double its track lineage with a new LRT system for \$6.6 bn.

The Need and the Demand

The inter-modal and the intra-modal potential is very high and requires early and immediate planning, for the following reasons.

- 1) A grid-oriented rapid transit network (the secant) has proven very popular and effective; with radial LRT systems and one commuter train system already in place, various potential rail-grid designs are evident and the secant pattern is dominant. Additionally the "avoided cost" dimension to Translink' redeployment requires careful assessment as Translink could easily deploy buses to weaker demand or support for the Bridge Line.
- 2) The north-south street orientation in Vancouver, Burnaby and Coquitlam towards the Bridge Line, offers excellent feeder arteries both for the capacity to redeploy buses to these arteries and for any car-share or para-transit mode; a 15-minute travel iso-bar could encompass **1.7 m people** within a 15-minute express-bus access reaching into New West, the eastern North Shore, Surrey and Richmond and the vast majority of the GVRD.
- 3) Reduction of the car-mode is a principal objective and the target ridership of 220m a year means up to 240k fewer cars per day. There may be more; Montreal has downtown freeways and no airport access. Vancouver banned freeways in the 1960s but did not provide an alternative other than the car. There are four major east-west road arteries including Lougheed Highway, Trans-Canada Highway, Canada Way and Grandview Highway which handle the bulk of the current car traffic; they are now all clogged on a daily basis.
- 4) A terminus at North Road and the Trans-Canada Highway is only the first phase. Access to Port Coquitlam is a possibility along Mary Hill Bypass. Additionally, the new Port Mann Bridge across the Fraser River is technically compatible with LRT technology. Surrey, to the South of the Port Mann Bridge, is now the second largest municipality in the GVRD, about to surpass Vancouver in a decade.

5) The geo-technical issues associated with fluvial sedimentation appear supportive of an underground development, together with escalating cost of at-grade or above-grade developments. Most importantly, the latter only offer 30-40 year limited opportunities whereas the underground is a 100-year solution.

6) Vancouver must expand its transit-oriented downtown developments. Here the opportunity might be to increase housing AND to have this transit dependent, thereby not requiring cars. Yaletown is already an example. Vancouver currently hosts the largest population of Car2Share in North America.

The Project

The following route is offered as a baseline/benchmark, for the purpose of future feasibility work. It involves:

- 1) Construction of a 27-km tunnel from North Avenue (Lougheed Mall) to UBC. General alignment will be Lougheed Highway, to Broadway to 10th Avenue to UBC.
- 2) An initial series of 10 local and 7 local/express stops. The local and express stops will be at major intersections of road and/or Translink so as to relieve both buses and transit of their burden.
- 3) This should facilitate an express 20 minute trip to UBC from North Avenue to UBC, a route that currently takes over 1.3-1.5 hours, or more, depending on traffic. The current avoided cost estimate of the Broadway Line is 15-30 minutes; this is highly inadequate.
- 4) This should encompass an area that covers 1.7 million workers and invite far less car usage.
- 5) Tracks will be double everywhere, one local and one express, and for additional contingency purposes, should maintenance, congestion or police activity warrant a redirection.
- 6) Stations will be designed for 300-metre trains, eventually. This should address the needs for the first 70 years.
- 7) The resulting transit-dependent town-sites above ground will be re-zoned for condominiums and rentals. This should alleviate the cost of real estate in Vancouver through greater supply. Additionally, the lower cost of transit, relative to owning a car, should make life in the GVRD far more affordable.
- 8) By removing up to 240k cars per day, the traffic cost, the smog, the pollution, the injuries, the deaths, the cost of policing and the weight on the health system should also be considerably less.
- 9) BC Hydro has the capacity to absorb this load, adding to the sustainability and the cost advantage.

The Role of the Private Sector

As with many of the transit systems around the world, the private sector can engineer, procure, build and finance such a system. So as to keep tariff decisions within Translink, a Design-Build-Operate-Maintain (DBOM) contract is feasible, with incidental third-party revenues going to the DBOM supplier. Performance guidelines will be established, per maximum capacity and mandatory daily capacity, and other means. In 30-years time, the subsequent DBO&M operator will have its new mandate cut out per public demands of that time. The construction of the tunnel will be an eternal asset and will be done by basic Design-Build approach and remain in the public domain.

The Financing

Cost of \$9.4 billion were estimated based on 10 European cities for the last 10 years, taken forward to 2020 levels at \$1.7/Euro and include a 15% geo-technical contingency and a 10% non geo-technical cost contingency. All estimates assume international procurement with no supply management preferences. Based on a P3 participation of \$3bn for fixed and rolling systems and a real estate re-capture of \$2.4 billion, the remaining \$4bn is for Victoria and Ottawa to consider. For comparative benchmarking purposes, the recent \$6.6 bn Montreal LRT will have \$2.8bn left to Quebec City and Ottawa to share. This is consistent with our \$4bn public financing assumption for a \$9.4 bn project.

The Implementation

Sadly, we are at a loss for Origin/Destination numbers and we will have to start with a public/private initiative to determine the current levels. Then, we should deploy the Pre-Feas. Study, to get a better idea of the scope and the issues. And then if acceptable, a full-blown feasibility study should be undertaken. This should then be coupled with a real estate estimate on the degree of value-capture that can be enjoyed and realised in a timely fashion; some bridge financing for this may be required, as the sale of re-zoned land may take some time. The aboriginal issues and compliance should also be addressed as early as possible.

All procurement for the project should be competitive and all procurement needs to be independently audited and be done on a double-envelope basis; one cannot afford the legal issues with an obscure system, and neither can the market. If we have a single-bidder situation the costs will be extreme. The Montreal project went with an independent audit.

End of Note.

Schedule- Advisory Services (This is for Discussion Purposes Only; once Step 5 has been achieved, the subsequent steps will have to be renegotiated.)

1. Prepare a Presentation for UBC, Translink, Mayor's Council to Translink, Vancouver, Burnaby and Coquitlam subject to:
 - a. Ideally, they would be forming one "client" group; and
 - b. Musqueam, Squamish and TransLink are to be determined.
2. Prepare a Presentation for Victoria and Ottawa
3. If necessary, prepare a Presentation for Canada's Infrastructure Bank in Toronto
4. Prepare Written Responses to Any and All of the Above
5. Obtain an indication of interest in principle to continue discussions; or an accord as to which reporting position the various parties would like to take with the following tasks. Some may be arms-length, some may wish to micro-manage.

Depending on the above discussions, the subsequent tasks will be subject to alteration depending on a wide array of factors, including, but not limited to, the roles that the aboriginal interests, UBC, the various cities including Vancouver, Burnaby and Coquitlam, Translink, Victoria, the Infrastructure Bank and Ottawa wish to play.

6. Develop a budget for the process; this budget will be constantly revised throughout
7. Develop a list of Potential Transportation Consultants
8. Develop and Issue a Call for Interest in Principle for Transportation Consultants
9. Procure indications of Interest from Transportation Consultants
10. Develop Final Procurement Notice from Transportation Consultants
11. Hold a common bid deadline for Transportation Consultants
12. Select the Transportation Consultants
13. Prepare Brief(s) for Budget Approval(s) Needed
14. Develop a list of Potential O/D Consultants (if these differ from Transportation Consultants)
15. Develop and Issue an Interest in Principle Draft for O/D Consultants
16. Procure Indications of Interest from O/D Consultants

17. Develop Final Procurement Notice from O/D Consultants
18. Select the O/D Consultants
19. Prepare Brief for Budget Approvals Needed for O/D Consultants
20. Prepare O/D Information and Response Guidelines
21. Conduct O/D Survey to Interested Participants (including two hospitals, seven schools, private sector respondents, BoT, etc)
22. Review Data Gathered and Compare with Translink Model Data
23. Present Summary of O/D Data and Recommendations for MRT Access Route
24. Draft ToRs for Transportation Consultants, based on O/D Data Provided Above.
25. Present ToRs to Translink, Vancouver, Burnaby and Coquitlam for their review and acceptance.
26. Engage Transportation Consultants on a Feasibility Study to:
 - a. Determine the optimal route and optimal growth variations based on existing O/D variations, based on most-transit-volume expectations, least project-cost and least public-sector cost or a combination of both or more variables.
 - b. Determine the optimal tunneling for the Project, beyond the Project and/or cut-and-cover routes, and their sequencing,
 - c. Determine the optimal size, technology and economic life of the fixed and rolling systems.
 - d. Determine the optimal design (DBOM, Design-Build, DBOT) and procurement strategy for the Project.
 - e. Define the geo-technical, demand or hydrological issues, if any.
 - f. Define the core elements for a financial model for the various design options chosen.
 - g. Present preliminary and final findings to Vancouver, Burnaby, Coquitlam, Victoria and Ottawa (and Infrastructure Bank). If approved, provide the station delineations.
27. Procure Legal Consultants for the potential transaction.
28. Procure Indications of Interest from Legal Consultants.

29. Select Legal Consultants from Qualifications Provided.
30. Select Legal Consultants based on Best Budget Shown.
31. Work with Legal Consultants for a review of the land issues, the legal issues, the aboriginal issues and other contractual issues, if any. Ideally, the legal consultant would also advise on procurement; if not we would have to get a procurement advisor as well).
32. Procure a Real Estate Consultant (per the above market-driven process),
33. Once procured, allow the Real Estate Consultant to obtain Real Estate Value Capture estimates for the up to 17 transit-oriented stations enumerated in the above Legal and Transportation Feasibility Studies.
34. Present Legal Memorandum on Real Estate Value Capture to Vancouver, and any other issues, et al.
35. Prepare a Draft Information Memorandum (DIM) for the Market.
36. Obtain all internal approvals from O/D, Transportation and Legal Consultants, for DIM.
37. Obtain all approvals necessary from DIM from Vancouver, et al.
38. Secure and retain a financial consultant for financial modelling purposes' per above process.
39. Execute an initial financial model for preliminary view on the issues that may prevail.
40. Brief Translink and all interested parties constantly on their interface requirements
41. Issue an Information Memorandum and Request for Expressions of Interest from the P3 and Design-Build MRT Market.
42. Do a Road Show of the Project to the various cities who have shown interest.
43. Collect the Expressions of Interest in the Project.
44. Review findings with the Provincial and Federal interests, and proceed.
45. Establish a List of Pre-Qualifying Conditions for final submission. These conditions are expected to be technical, financial, experience, legal and environmental.
46. Develop the real estate re-zoning necessary on the 17 transit stations to achieve the "value re-capture" required. This may take some time.

47. Develop with Legal Consultants the documentation required for the DBOM and the Design-Build contracts, among others.
48. Execute the re-zoning on the up to 17 town-sites by Vancouver, Burnaby and Coquitlam.
49. Collect information to the Request for Qualifications (RFQ). Select the winners, and announce the losers. Allow for an appeal process.
50. Secure from Translink all interconnection commitments regarding transit, buses and other service commitments.
51. Execute an updated financial model with the Financial Consultants for a better view on the financial implications.
52. Collect clean legal opinion on the resolution of all issues, or identification of issues still outstanding.
53. Distribute the Information Memorandum and the Bid Documents to the Pre-Qualified.
54. Answer all questions and distribute all answers to all questions, to all Pre-Qualified Respondents.
55. Distribute Final Bid Memorandum and distribute final re-zoning details, financing details, Translink and O/D details.
56. Hold Final Bid Conference for all bidders. Distribute Final Commercial Documents (DBOM documents, Construction Contracts, Supply Contracts, Design-Build documents, etc.). Answer all questions, if any. Collect all bid bonds.
57. Hold Common Bid Date with a two-envelope process involving two envelopes: one technical, one financial. The technicals get opened first, and only the clean technical envelopes get their financial envelopes opened. The lowest price wins.
58. Securement of Bid Award bond from winning bidder. Hold an appeal process for anyone in need of an appeal. Release all bid bonds. Advise Victoria and Ottawa (and Toronto) of the process. This may occur at each and every stage of the above).
59. Proceed with Commercial Closing of the Commercial Documents.
60. The Real Estate Capture proceeds will be an issue; as will the equity and debt commitment from the private sector, the equity commitment from Victoria and Ottawa, the debt from the Infrastructure Bank, if any). (Success Fee would be due and payable).
61. Proceed with Financial Closing of the Financing Involved.
62. Establish monitoring/management units for transition purposes.

Schedule- Remuneration-

Mobilisation Fee for Mauro Chiesa- \$50,000.00, to be paid at Mobilisation, the initiation of the mandate. This will cover initial presentation up to and including Vancouver, TransLink, TransLink Mayor's Council, UBC, the Musqueam First Nation, Burnaby, Coquitlam, Victoria, Ottawa and Toronto, as needed (Tasks 1-5 inclusive).

Engagement Fee for Mauro Chiesa- Should works prove successful in securing sponsor interest (Ottawa, Victoria, Vancouver, Burnaby, Coquitlam, First Nations) post the Mobilisation Phase, the following Engagement Fee of \$20,000.00 per month is due and payable, in advance.

Success Fee for Mauro Chiesa- Be it through termination (wrongful) or successful execution of the Commercial Closing, a Success Fee of 50% of all Engagement Fees paid in the course of the Mandate. (ie: if the mandate has run two years, the Success Fee would be \$240,000, or 50% of \$480,000 already paid).

Third-Party Expenses for Mauro Chiesa- All third-party expenses associated with this mandate will be for the account of the Client. All third-party expenses shall be validated by an invoice and be submitted monthly, in arrears. All Personnel secured by the Consultant for this mandate shall be for the account of The Client.

OOP FOI PREM:EX

From: McLaren, Chris PREM:EX
Sent: April 4, 2019 12:37 PM
To: 'Moneca Gabriel'
Subject: RE: INFO Re: Dinner

Hi Monica,
Unfortunately it will not be possible before April 20.
We will be in touch later in April or early May to look at possible dates.
Cheers,
Chris

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

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: Thursday, April 4, 2019 10:27 AM
To: McLaren, Chris PREM:EX <Chris.McLaren@gov.bc.ca>
Cc: MIKE HARCOURT <mharcourt@shaw.ca>
Subject: Re: INFO Re: Dinner

Hi Chris,

If there is any chance he will be in Vancouver and available before April 20th that would be great. s.22
s.22

If not, maybe we can confirm something for May.

Best,

Moneca

On 2019-04-04 9:48 a.m., McLaren, Chris PREM:EX wrote:

> Hello Moneca,
> At this point, I think we may have to look for dates in May.
> I will be in touch as soon as I am able.
> Cheers and thanks for touching base,
> Chris
>
>> Hi Elizabeth,
>>
>> Hope all is well.
>>
>> Will Premier Horgan be in Vancouver and available for dinner with Mike anytime soon?
>>
s.22

>>
>> Thanks,
>>
>> Moneca

>>
>> On 2019-03-06 4:09 p.m., Parkinson, Elizabeth PREM:EX wrote:
>> Hi Moneca,
>>
>> Thank you for following up. s.22 the next time that
would seem to work for everyone is April 5th. Is there a time that would work for Mike? Vanessa, Bob Dewar and Jon
Robinson, Director of Policy would attend.
>>
>> Thanks,
>>
>> Elizabeth
>>
>>
>> From: Parkinson, Elizabeth PREM:EX
>> Sent: Tuesday, November 21, 2017 5:27 PM
>> To: 'MIKE HARCOURT'
>> Subject: RE: Sustainable Prosperity Plan for BC
>>
>> Thank you Mike. I have added it to his reading list. It looks like you have Don's correct email.
>>
>> Elizabeth
>>

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: July 23, 2019 11:35 AM
To: Nash, Amber PREM:EX; Meggs, Geoff PREM:EX; Robinson, Jon PREM:EX; Geary, Vanessa PREM:EX; Wright, Don J. PREM:EX; Hockin, Amber PREM:EX; Aaron, Sage PREM:EX
Subject: FW: Vancouver Sun: Vaughn Palmer: No reason to think NDP minority won't survive for a full term

Hi all,

Please find below, at Mike Harcourt's request, a copy of his response to Vaughn Palmer's column today.

Elizabeth

From: Moneca Gabriel
Sent: July 23, 2019 10:12 AM
To: Parkinson, Elizabeth PREM:EX
Subject: Fwd: Vancouver Sun: Vaughn Palmer: No reason to think NDP minority won't survive for a full term

Hi Elizabeth,

Please forward Mike's response to Vaughn Palmer, to the Premier, Geoff Meggs, Jon Robinson, Vanessa Geary, Don Wright and anyone else on the team that should be included.

Thanks,

Moneca

From: MIKE HARCOURT <mhcourt@shaw.ca>
Date: July 23, 2019 at 9:16:04 AM PDT
To: vpalmer@postmedia.com
Subject: Vancouver Sun: Vaughn Palmer: No reason to think NDP minority won't survive for a full term

<http://vancouver.sun.com/opinion/columnists/vaughn-palmer-no-reason-to-think-ndp-minority-wont-survive-for-a-full-term>

Vaughn, I just read yesterday's column on John Horgan riding high this summer.

s.22

s.22

Mike Harcourt

Sent from my iPhone

OOP FOI PREM:EX

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: July 23, 2019 9:27 AM
To: Parkinson, Elizabeth PREM:EX
Cc: Wade, Debbie PREM:EX; Wensink, Alison PREM:EX
Subject: Re: telephone call with Mike Harcourt

Great, thanks.

Moneca

On 2019-07-23 9:25 a.m., Parkinson, Elizabeth PREM:EX wrote:

Hi Moneca,
s.22 I will bring this request to Vanessa and Jon. For Geoff, please contact Debbie Wade and for Don Wright please contact Alison Wensink who I have cc'ed so you have their emails.^{s.22}
s.22
Elizabeth

From: Moneca Gabriel
Sent: July 22, 2019 2:45 PM
To: Parkinson, Elizabeth PREM:EX
Subject: telephone call with Mike Harcourt

Hi Elizabeth,

s.22

Mike was wanting to talk to Jon Robinson and Vanessa, if they can fit in a call this week.

Topic: 30 year Vision

Additionally, Mike would like to talk to Don Wright, and Geoff Meggs as well. There are no emails listed.

Thanks,

Moneca

----- Forwarded Message -----

Subject: Fwd: telephone call with Mike Harcourt
Date: Mon, 22 Jul 2019 11:11:13 -0700
From: Moneca Gabriel
To: jon.robinson@gov.bc.ca, Vanessa.geary@gov.bc.ca

On behalf of Mike Harcourt:

Good morning Vanessa & John,

Would you both have availability for a call with Mike this week?

Topic: 30 year vision

Please advise.

Thank you.

Moneca Gabriel, Executive Assistant to Mike Harcourt

OOP FOI PREM:EX

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: May 14, 2019 11:29 AM
To: Parkinson, Elizabeth PREM:EX
Cc: Moneca Gabriel
Subject: Fwd: Jobs and Sustainable Prosperity 30 year plan for Metro Vancouver

Elizabeth, before John and I get together in June, could you share with him this email I sent to Jon Robinson, after meeting with him and Vanessa Geary a few weeks ago.

Thanks.

Mike H

Sent from my iPhone

Begin forwarded message:

From: MIKE HARCOURT <mharcourt@shaw.ca>
Date: May 8, 2019 at 11:06:26 AM PDT
To: Jon Robinson <jon.robinson@gov.bc.ca>
Subject: Jobs and Sustainable Prosperity 30 year plan for Metro Vancouver

s.13

Talk soon,

Mike Harcourt

Sent from my iPhone

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: April 11, 2019 11:41 AM
To: 'MIKE HARCOURT'
Subject: RE: note from Elizabeth,s.22

Thanks Mike 😊 s.22

Elizabeth

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: April 11, 2019 11:39 AM
To: Moneca Gabriel <mgabriel@shaw.ca>; Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>
Subject: Re: note from Elizabeth,s.22

Elizabeth,s.22

s.22

Mike H

Sent from my iPhone

On Apr 11, 2019, at 10:55 AM, Moneca Gabriel <mgabriel@shaw.ca> wrote:

----- Forwarded Message -----

Subject:RE: The GVRD and Future of Transit
Date:Thu, 11 Apr 2019 17:42:41 +0000
From:Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>
To:'Moneca Gabriel' <mgabriel@shaw.ca>

Thank you Moneca. s.22

the Premier will see this today.

Elizabeth

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: April 9, 2019 10:08 AM
To: Minister, FIN FIN:EX <FIN.Minister@gov.bc.ca>; minister@gov.bc.ca; Wanamaker, Lori FIN:EX <Lori.Wanamaker@gov.bc.ca>; Minister, MAH MAH:EX <MAH.Minister@gov.bc.ca>; Faganello, Tara MAH:EX <Tara.Faganello@gov.bc.ca>; Transportation, Minister TRAN:EX <Minister.Transportation@gov.bc.ca>; Transportation, Deputy Minister TRAN:EX <DeputyMinister.Transportation@gov.bc.ca>; Richter, Kevin J TRAN:EX <Kevin.Richter@gov.bc.ca>;

Geary, Vanessa PREM:EX <Vanessa.Geary@gov.bc.ca>; Robinson, Jon PREM:EX <Jon.Robinson@gov.bc.ca>; Dewar, Bob PREM:EX <Bob.Dewar@gov.bc.ca>
Cc: White, Christine MAH:EX <Christine.White@gov.bc.ca>; Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; mharcourt@shaw.ca
Subject: FW: The GVRD and Future of Transit

On behalf of Mike Harcourt:

Attached is a more extensive Broadway Bridge Line Heavy Rapid Transit proposal prepared by transportation and financial expert, Mauro Chiesa, and me.

Mauro, a UBC, BA and MBA grad, has more than thirty years experience with EDC, Sumitomo, Indo Suez, and World Banks.

s.13

Mike Harcourt

Direct: 604-263-4132 or email: mharcourt@shaw.ca

Moneca Gabriel, Executive Assistant to Mike Harcourt

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: April 11, 2019 10:55 AM
To: 'Moneca Gabriel'
Subject: RE: The GVRD and Future of Transit

Thanks Moneca. s.22

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: April 11, 2019 10:54 AM
To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>
Subject: Re: The GVRD and Future of Transit

s.22

Moneca

On 2019-04-11 10:42 a.m., Parkinson, Elizabeth PREM:EX wrote:

Thank you Moneca. s.22

the Premier will see this today.

Elizabeth

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: April 9, 2019 10:08 AM
To: Minister, FIN FIN:EX <FIN.Minister@gov.bc.ca>; minister@gov.bc.ca; Wanamaker, Lori FIN:EX <Lori.Wanamaker@gov.bc.ca>; Minister, MAH MAH:EX <MAH.Minister@gov.bc.ca>; Faganello, Tara MAH:EX <Tara.Faganello@gov.bc.ca>; Transportation, Minister TRAN:EX <Minister.Transportation@gov.bc.ca>; Transportation, Deputy Minister TRAN:EX <DeputyMinister.Transportation@gov.bc.ca>; Richter, Kevin J TRAN:EX <Kevin.Richter@gov.bc.ca>; Geary, Vanessa PREM:EX <Vanessa.Geary@gov.bc.ca>; Robinson, Jon PREM:EX <Jon.Robinson@gov.bc.ca>; Dewar, Bob PREM:EX <Bob.Dewar@gov.bc.ca>
Cc: White, Christine MAH:EX <Christine.White@gov.bc.ca>; Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; mharcourt@shaw.ca
Subject: FW: The GVRD and Future of Transit

On behalf of Mike Harcourt:

Attached is a more extensive Broadway Bridge Line Heavy Rapid Transit proposal prepared by transportation and financial expert, Mauro Chiesa, and me.

Mauro, a UBC, BA and MBA grad, has more than thirty years experience with EDC, Sumitomo, Indo Suez, and World Banks.

Mike Harcourt

Direct: 604-263-4132 or email: mharcourt@shaw.ca

Moneca Gabriel, Executive Assistant to Mike Harcourt

OOP FOI PREM:EX

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: March 26, 2019 8:30 PM
To: Parkinson, Elizabeth PREM:EX
Subject: Re: Your email

Hi Elizabeth. Sure, give IGRS my email address.

I've been involved at UBC with both the Summer Institute for Future Legislators, and the Public Policy Institute.

Mike H

Sent from my iPhone

On Mar 26, 2019, at 4:07 PM, Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca> wrote:

Hi Mike,

IGRS have asked me for your email address so they can chat with you about a Public Policy School UBC is planning to build. They would have a training facility for people who could be interested in becoming an MLA or MP. Would you be ok with me sharing your email address with them so they can contact you direct?

Thanks,

Elizabeth

<image001.png> *Elizabeth Parkinson*
Finance and Administration Officer
Office of the Premier
*Direct: 778-974-6082
Reception: 250-387-1715
E-mail: elizabeth.parkinson@gov.bc.ca

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OOP FOI PREM:EX

From: Michael Harcourt <mharcourt@shaw.ca>
Sent: March 1, 2019 9:29 AM
To: Parkinson, Elizabeth PREM:EX
Cc: mgabriel@shaw.ca
Subject: Re: Sustainable Prosperity Plan for BC

Follow Up Flag: Follow up
Flag Status: Flagged

Elizabeth, in preparation for my meeting in Vancouver with Bob Dewar and Vanessa Geary, could you send them a copy of this Nov 21, 2017 Jobs and Sustainable Prosperity memo I prepared.

It will help inform our discussions.

Thank you.

Hope all is going well during the Session.

Mike Harcourt

From: Parkinson, Elizabeth PREM:EX
Sent: Tuesday, November 21, 2017 5:27 PM
To: 'MIKE HARCOURT'
Subject: RE: Sustainable Prosperity Plan for BC

Thank you Mike. I have added it to his reading list. It looks like you have Don's correct email.

Elizabeth

From: MIKE HARCOURT [mailto:mharcourt@shaw.ca]
Sent: Tuesday, November 21, 2017 4:54 PM
To: Parkinson, Elizabeth PREM:EX
Subject: Fwd: Sustainable Prosperity Plan for BC

Elizabeth, I just sent this out to John, Carole, Geoff and Don.

Hope John gets to glance at it.

Waited till immediate priorities dealt with in summer, Fall session got going in Sept/ October..

Not sure Don got it. What's the best email for him?

Good start.

Hope you're doing well.

Mike Harcourt

Sent from my iPhone

Begin forwarded message:

From: MIKE HARCOURT <mharcourt@shaw.ca>

Date: November 21, 2017 at 3:48:52 PM PST

To: s.22

s.22

Subject: Sustainable Prosperity Plan for BC

s.13

Talk soon.

Mike Harcourt

Sent from my iPad

OOP FOI PREM:EX

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: February 20, 2019 2:51 PM
To: Parkinson, Elizabeth PREM:EX
Subject: Re: Invitation to Caucus

Great Elizabeth. Look forward to getting together with Bob and Vanessa.

Mike H

Sent from my iPhone

On Feb 20, 2019, at 10:52 AM, Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca> wrote:

Thanks Mike. Bob will be flying back on February 25th so I will check with him and Vanessa at that time for dates and timing and get back to you with some suggestions.

Elizabeth

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: February 20, 2019 10:49 AM
To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>
Cc: Moneca Gabriel <mgabriel@shaw.ca>
Subject: Re: Invitation to Caucus

Thanks Elizabeth.

s.22

Didn't want to bother you yesterday. Knew it would be crazy busy in your shop.

Sure let's arrange for Bob and I, and probably Vanessa Geary, to meet in Vancouver at the Waterfront Cabinet office's. s.22

Mike H

Sent from my iPhone

On Feb 20, 2019, at 10:40 AM, Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca> wrote:

Hi Mike,

s.22

s.22 Bob would still like to meet up with you but perhaps I can arrange that for the next time he's in Vancouver?

Sorry I missed you too!

Elizabeth

From: MIKE HARCOURT <mharcourt@shaw.ca>

Sent: February 19, 2019 4:55 PM

To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>

Subject: Re: Invitation to Caucus

Elizabeth, thanks for arranging a terrific day.

Congrats to John and Carol in a triumphant budget , for our values and priorities.

I told Carol that the only negative was that in the 1990's we budgeted \$12 billion for infrastructure- new schools(\$3 billion), health and secondary education facilities(\$2 billion), transportation(Vancouver Island Highway, Millenium Line, West Coast X).

She and John " trumped" us with \$ 20 billion in infrastructure.

Good going- let John know I'm impressed.

s.22

Talk soon.

Mike H

Sent from my iPhone

On Feb 19, 2019, at 9:22 AM, Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca> wrote:

Perfect! Thanks Mike. Leslie will meet you at the door.

From: MIKE HARCOURT <mharcourt@shaw.ca>

Sent: February 19, 2019 9:22 AM

To: Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca>

Subject: Re: Invitation to Caucus

Thanks Elizabeth. Will be at the East Annex at 9:35 am. Just walk over from the Geand Pacific.

Mike H

Sent from my iPhone

On Feb 19, 2019, at 9:15 AM, Parkinson, Elizabeth PREM:EX
<Elizabeth.Parkinson@gov.bc.ca> wrote:

Hi Mike,

Sorry for the delay in getting back to you with the response regarding attending caucus. Roseanne Moran says they would love to have you attend at 9:45 if you're able. It's in room 223. If you come to the East Annex Leslie Ivens says she will escort you up.

Elizabeth

<image001.png>

Elizabeth Parkinson

Finance and Administration Officer
Office of the Premier

*Direct: 778-974-6082

Reception: 250-387-1715

E-mail: elizabeth.parkinson@gov.bc.ca

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OOP FOI PREM:EX

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: February 18, 2019 8:29 PM
To: Parkinson, Elizabeth PREM:EX
Cc: Moneca Gabriel
Subject: Re: Throne Speech Invitation

Thanks Elizabeth. Totally understand.

Mike H

Sent from my iPhone

> On Feb 18, 2019, at 5:28 PM, Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca> wrote:

>

> Hi Mike,

>

> s.22 He's asked me to

apologize as he won't be able to meet you for breakfast tomorrow morning.

> Sorry for any inconvenience Mike.

>

> Elizabeth

>

> Sent from my iPhone

>

> On Feb 6, 2019, at 2:40 PM, MIKE HARCOURT <mharcourt@shaw.ca<mailto:mharcourt@shaw.ca>> wrote:

>

> Thanks Elizabeth.

>

> Looking forward to Feb. 19 breakfast with Bib, plus Carol's Budget Speech.

>

> Much appreciate your help.

>

> Mike H

>

> Sent from my iPhone

>

> On Feb 6, 2019, at 11:17 AM, Parkinson, Elizabeth PREM:EX

<Elizabeth.Parkinson@gov.bc.ca<mailto:Elizabeth.Parkinson@gov.bc.ca>> wrote:

>

> Thanks Mike. You are confirmed as attending the Budget which is arranged through the Ministry of Finance. You should receive an email confirmation along with instructions on where to pick up, etc. Moneca and I have also just confirmed breakfast with Bob Dewar the morning of the 19th.

>

> Elizabeth

>

> From: MIKE HARCOURT <mharcourt@shaw.ca<mailto:mharcourt@shaw.ca>>

> Sent: February 6, 2019 11:15 AM

> To: Office of the Speaker <OfficeoftheSpeaker@leg.bc.ca<mailto:OfficeoftheSpeaker@leg.bc.ca>>; Parkinson, Elizabeth PREM:EX <Elizabeth.Parkinson@gov.bc.ca<mailto:Elizabeth.Parkinson@gov.bc.ca>>; Moneca Gabriel <mgabriel@shaw.ca<mailto:mgabriel@shaw.ca>>
> Subject: Re: Throne Speech Invitation
>
> Regrets for Throne Speech, BUT would like to attend the Budget Speech on February 19.
>
> Mike Harcourt
> Sent from my iPhone
>
> On Feb 4, 2019, at 4:20 PM, Office of the Speaker <OfficeoftheSpeaker@leg.bc.ca<mailto:OfficeoftheSpeaker@leg.bc.ca>> wrote:
>
> Please see the attached. RSVP's are needed by February 6th, 2019.
>
>
> <Harcourt.jpg>
> <Guest Directions 4-41st.docx>

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: March 1, 2019 9:41 AM
To: Geary, Vanessa PREM:EX; Dewar, Bob PREM:EX
Subject: Prosperity Plan for BC
Attachments: Mike Harcourt, Sustainable Prosperity Plan for BC.docx

Hi Vanessa and Bob,

Mike Harcourt asked me to forward his attached note in preparation for your meeting. Would you like me to assist setting this up?

Thanks,



Elizabeth Parkinson

Finance and Administration Officer

Office of the Premier

*Direct: 778-974-6082

Reception: 250-387-1715

E-mail: elizabeth.parkinson@gov.bc.ca

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Withheld pursuant to/removed as

s.13

Shortt, Amanda PREM:EX

Subject: Meeting with Mike Harcourt

Location: Boardroom VCO

Start: Fri 2019-04-05 10:00 AM

End: Fri 2019-04-05 11:00 AM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Dewar, Bob PREM:EX

Required Attendees Geary, Vanessa PREM:EX; Robinson, Jon PREM:EX

Friday, April 5, 2019 – 10:00 AM

Attendees: Mike Harcourt, Vanessa Geary, Bob Dewar and Jon Robinson
Boardroom (Olivia confirmed), VCO

Mike Harcourt Tel: 604-263-4132

Elizabeth-07-03-19

Page 41 of 97 to/à Page 42 of 97

Withheld pursuant to/removed as

s.13

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: March 13, 2019 3:53 PM
To: 'Moneca Gabriel'
Cc: 'Michael Harcourt'
Subject: MO Contact List - March 2019
Attachments: MO Staff List - March 2019.docx

Hi Moneca and Mike,

Attached is the latest contact sheet for the Ministries.

Best,

Elizabeth

MINISTRY	MINISTER	OFFICE PHONE	MA	MA: OFFICE	MA: CELL	EA: CELL
Advanced Education, Skills and Training (133) AC: Cindy Flesh AA: Negin Saadati	Hon. Melanie Mark	AC: 778 974 5924 AA: s.17	Amanda Van Baarsen Sr. MA Michael Snoddon	778 974-5075 s.17	Michael 250 818 1035 Amanda 778-678-3454	Christina Rzepa s.17 250-812-6940 (Cell)
Agriculture (325) AC: Lisa Oldham AA: Brianna Leppard	Hon. Lana Popham	AC: 778 974-5911 AA: 778 974-5912	Sam Godfrey Sr. MA Jessica Smith	778 974 5915 778 974-5916	Samuel 250 208 1359 Jessica 778 677 1902	Chris Wieczorek s.17
Attorney General (232) AC: Tanera Nanninga Nicole Normand AA: Wolfgang Addo	Hon. David Eby	AC: 778 974- 5933 AA: s.17	George Smith Sr. MA Derrick Harder Sr. MA Gala Milne	778 974-5932 s.17	George 250 208 6794 Derrick 250-893-4238 Gala 778 587 2143	Samantha Scott s.17 778-679-4889 (Cell)
Children & Family Development (134) AC: Emily White AA: Kaitlin Morton	Hon. Katrine Conroy	AC: 778 974 5937 AA: s.17	Paula Gunn Sr. MA Alisma Perry		Paula 250-893-0352 Alisma 778 677 4408	Edena Brown s.17 250-480-8627 (Cell)
Minister of State for Childcare (027) AA: Cherie Wilson 778-584-5943	Hon. Katrina Chen	AA: s.17	Niki Sharma Sr. MA Chantille Viaud Sr. MA Jasleen Arora		Niki s.17 Chantille 604-838-3025 Jasleen 778-584-0267	
Citizens' Services (236) AC: Kathleen Fleurant AA: Holly Hubley	Hon. Jinny Sims	AC: 778 974-5943 AA: s.17	Shannon Russell Sr. MA Ravi Parmar	250-387-9699 s.17	Shannon 250 896 6063 Ravi s.17	Mindy Bansal s.17 250-812-7256 (Cell)
Education (124) AC: vacant AA: Lindsay Banh	Hon. Rob Fleming	AC: 778-974-5971 AA: s.17	Veronica Harrison Sr. MA Melissa Farrance Scott Andrews	250-213-1432	Veronica s.17	Vacant
Energy, Mines and Petroleum Resources (301) AC: Kate Duncan AA: Lisa Pommelet	Hon. Michelle Mungall	AC: 778 974-5975 AA: s.17	Melissa Sanderson Sr. MA Scott Andrews	778 974-5974 778 974-5976	Melissa s.17 Scott 250 896-4532	Danika Hammond s.17 250-208-7363 (Cell)
Environment and Climate Change Strategy (112) AC: Kirsten Neilson AA: Ashley Drew	Hon. George Heyman	AC: 778 974-5986 AA: s.17	Caelie Frampton Sr. MA Kelly Sather Sr. MA	s.17 250-888-5930	Caelie 778-678-2028 Kelly Sather 250-888-5930	Reamick Lo s.17 250-812-8642 (Cell)
Finance and Deputy Premier (153) AC: Heidi Reid AA: Alyssa Hrenyk	Hon. Carole James	250-387-3751 AC: s.17 AA:	Robyn Spilker Sr. MA Liam Lawson Sr. MA Molly Henry	778 974-5995 250-387-3751 s.17	Robyn 778-677-9020 Liam 250-812-2547 Molly 250-896-5731	Brady Yano 250-213-2335 (cell)
Forests, Lands, and Natural Resource Operations and Rural Development (248) AC: Lisa Silverio AA: Sandra Purdy	Hon. Doug Donaldson	250-387-6240 AC: 778-974-5999 AA: s.17	Tim Renneberg Sr. MA Kenn McLaren	778 974-5997 778-974-6002	Tim s.17 Kenn 250 893 7231	Tristan Jones 778-584-4285 (Office) 778-584-4285 (Cell)
Health (337) AC: Lucy Hansen AA: Elijah Fullaway, / Kathy London	Hon. Adrian Dix	250-953-3547 AC: s.17 AA:	Jasmyrn Singh Sr. MA Kassandra Dycke Lucinda Yeung	778 974-6004 778-974-6009 778 974-6005	Jas 250-896-2425 Kassandra 778 678 3776 Lucinda 604-202-8944	Thuy Pham 778 974-6006 (Office) 250-880-5019
Jobs, Trade and Technology (138) AC: Amanda Robb AA: Hailey Walters	Hon. Bruce Ralston	250-356-2771 AC: 778 974-6023 AA: 778-974-6019	James McNish Sr. MA Krystal Thomson - MA	s.17 250-888-0263	James 250 812 7036 Krystal s.17	Maria Szabo s.17 250-896-8011 (Cell)
Minister of State for Trade (027) AA: Ilene Duguay	Hon. George Chow	250-387-9139 AA: s.17	Stephanie Chang	778 974-5765	Stephanie 250-886-5442	
Public Safety and Solicitor General (128) AC: Sara Hembree AA: Charlotte Hunt / Noreen Dunn	Hon. Mike Farnworth	250 356-2178 AC: 778 974-6049 AA: s.17	Will Maartman Sr. MA Nimmi Takkar Sr. MA Krystal Smith	778-679-4952 s.17	Will 778-679-4952 Nimmi s.17 Krystal - 250-361-7096	Talea Pecora s.17 778-875-1498 (Cell)
Social Development and Poverty Reduction (247) AC: Valerie McKnight AA: Rose Lund	Hon. Shane Simpson	AC: 778 974-6095 AA: 250-419-8997	Leah Squance Sr. MA James Infante MA	778 974-6096 s.17	Leah 250-882-1445 James 778-679-4931	Brenda Tombs s.17
Transportation and Infrastructure (306) AC: Leah Waters AA: Charly Leverman	Hon. Claire Trevena	250-387-1978 AC: 778- 974-6109 AA: 778-974-6107	Will Beale Sr. MA James Papadopoulos Sr. MA Melanie Sanderson	778-974-6110 s.17	Will 778-677-8958 James s.17 Melanie 250-880-9508	Lynne Stone s.17 778-676-3562 (Cell)
Indigenous Relations and Reconciliation (323) AC: Connie Roberts AA: Paula Demelo	Hon. Scott Fraser	250-953-4844 AC: 778 974-6014 AA: 778974-6018	Jonathan Sas Sr. MA Anne-Marie Sam Sr. MA	778 974-6016	Jonathan 778 587 4376 Anne 778 584 5506	Jolleen Dick s.17 250-812-5247 (Cell)
Labour (342) AC: Jack Garnier AA: Jenelyn Hontiveros	Hon. Harry Bains	AC: 778 974-6028 AA: TBD	Karen Cooling Sr. MA Michael Cheevers	778 974-6025 778 974-6026	Karen s.17 Michae	Emily Zimmerman 778 974-6029 (Office) 604-290-3103 (Cell)
Mental Health and Addictions (346) AC: Sarah Gotto AA: Carly Morgan	Hon. Judy Darcy	AC: 778-974-6028 AA: 250-704-3050	Alex MacDonald Sr. MA Anna Lindsay-Baugh	s.17	Alex 778 584 1371 Anna 778 677 4091	Raymond Liens s.17
Municipal Affairs and Housing (310) AC: Christine White AA: Jena Rayner	Hon. Selina Robinson	250 387-2283 AC: s.17 AA:	Craig Ashbourne Sr. MA Daniela Gardea Eveline Xia	778 974-5987	Craig 250-213-3187 Daniela 778 677 4304 Eveline Cell 778-679-5842	Matt Djonlic s.17 778-584-4398 (Cell)
Ministry of Tourism, Arts and Culture (151) AC: Marina Holding AA: Lori Larsen	Hon. Lisa Beare	250 953-0905 AC: 778 974-6105 AA: s.17	Kelly Newhook Sr. MA Ramesh Ranjan	s.17 778 974-6099	Kelly s.17 Ramesh 604-220-5303	Jeff Hannah s.17 250-812-5204 (Cell)

OOP FOI PREM:EX

From: Rochon, Jake PREM:EX
Sent: May 31, 2019 11:08 AM
To: Parkinson, Elizabeth PREM:EX
Subject: FW: OCF to advise of appropriate action - letter to Minister
Attachments: Fwd: 21st Century Forest Plan & Program for B.C.

Hello Elizabeth!

Sonia from FLNR shared this email sent through you for John. Would you like us to direct FLNR to respond?
Thank you!

From: Donison, Sonia FLNR:EX
Sent: May 31, 2019 11:05 AM
To: Rochon, Jake PREM:EX <Jake.Rochon@gov.bc.ca>
Subject: FW: OCF to advise of appropriate action - letter to Minister

Hi Jake, attached was sent to MDD and PO, did you receive and if so can you open the attachment?

Thank you—Di Bohja!

Sonia Donison
Team Lead
Correspondence Services
778 974-5834

From: Tripp, Allison FLNR:EX
Sent: Thursday, May 30, 2019 5:37 PM
To: Correspondence Serv. Sectn, FLNR:EX
Subject: OCF to advise of appropriate action - letter to Minister

Can you please check with OCF to see what appropriate action should be for this?
thanks

OOP FOI PREM:EX

From: MIKE HARCOURT <mharcourt@shaw.ca>
Sent: July 28, 2019 12:17 PM
To: Geary, Vanessa PREM:EX; Robinson, Jon PREM:EX
Cc: Moneca Gabriel
Subject: Jobs and Sustainable Prosperity Plan/ Vision

Vanessa, Jon, good discussion Friday on preparing a sustainable prosperity vision for B.C., both for the high growth urban areas like Metro Vancouver, Victoria, Kelowna, and natural resource communities (bring hope Beyond Hope).

I'll have Moneca send you both a January 30, 2018 memo I sent to John, Don , Geoff and Suzanne.

I laid out a process , including some Premier's Summits ,to engage British Columbians in creating that hopeful and doable vision.

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Hope to meet John soon in August for dinner.

Get his thoughts on all this.

Mike H

Sent from my iPhone

OOP FOI PREM:EX

From: Mauro Chiesa <maurochiesa@aol.com>
Sent: April 6, 2019 11:22 AM
To: mharcourt@shaw.ca; Bob.dewar@leg.bc.ca; Robinson, Jon PREM:EX; Geary, Vanessa PREM:EX; mgabriel@shaw.ca
Subject: Re: Bridge Line/ Bridge Authority
Attachments: Article -The GVRD and the Future of Transit FINAL March 31.docx; Single Presentation to BC TBD 2019.pptx; Mauro Chiesa Bio 2018.docx; Abbreviated Presentation on Authority to BC TBD 2019.pptx

Greetings, all. As it has returned to traditional Vancouver weather for April, I find myself with some time, and am pleased to attach the following for you reading.

a) a tentative article on a real solution for Vancouver transit that Mike and I have recently prepared.

b) a 19-page PowerPoint presentation on the Bridge Line which is very detailed. We will be presenting a condensed version of this, based on your questions provided. The big points here are:

s.13

c) a brief 10-page presentation on the need to reform the GVRD bridge and tunnel sector, s.13

d) a brief bio on myself. Even though I grew up and went to UBC, my career has included NYC and Washington, DC, which makes me a local unknown.

Do let me know if there are clarifications needed, or if the details as they stand will suffice, and when we can meet. It would be a pleasure.

Cheers

Mauro

In a message dated 05/04/2019 12:37:21 PM Pacific Standard Time, mharcourt@shaw.ca writes:

Mauro, I met this morning with with Bob Dewar, Jon Robinson, Vanessa Geary about a B.C. Jobs and Sustainable Prosperity vision and action plan.

We also talked about your and my work on the Bridge Line and Bridge Authority.

They would like to see the two presentations we've put together.

So will arrange for the near future.

s.22

Mike Harcourt

Sent from my iPhone

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Withheld pursuant to/removed as

s.13

OOP FOI PREM:EX

From: Robinson, Jon PREM:EX
Sent: June 10, 2019 1:59 PM
To: Meggs, Geoff PREM:EX; Hockin, Amber PREM:EX; Renneberg, Tim FLNR:EX
Subject: FW: Fwd: 21st Century Forest Plan & Program for B.C.
Attachments: British Columbia solutions.docx; Attached Message Part.txt

Importance: High

FYI....attached forestry paper from Harcourt.

From: Michael Harcourt <mharcourt@shaw.ca>
Sent: Sunday, June 9, 2019 2:02 PM
To: Robinson, Jon PREM:EX <Jon.Robinson@gov.bc.ca>
Subject: Fw: Fwd: 21st Century Forest Plan & Program for B.C.
Importance: High

Jon,I haven't been able to see the Premier over the last month.

He was busy till end of May with closing down the Legislative Spring Session.

Plus he's been in Europe since then for the D Day 75 Anniversary events,as well as a trade mission now to Britain and the Netherlands.

Still trying for a get together.

In the meantime,I've been working on elements of the 30 Year Jobs and Sustainable Prosperity Vision you and I have been discussing-

-Forestry- I've got a small group putting ideas together. Attached is one example from the Dean of Forestry at UBC,John Innes.

-Vancouver area transportation,particularly the Broadway Line aka Bridge Line.

I hope to discuss both with John when we get together.

Wanted to keep you in the loop before then.

Mike Harcourt

From: Moneca Gabriel
Sent: Tuesday, February 19, 2019 1:58 PM
To: Parkinson, Elizabeth PREM:EX ; FLNR.Minister@gov.bc.ca
Cc: bob.dewar@gov.bc.ca ; MIKE HARCOURT
Subject: Fwd: 21st Century Forest Plan & Program for B.C.

Hi Elizabeth,

Please find attached a copy of 21st Century Forest Plans and Program for B.C.

To: Premier Horgan, Min. Donaldson,

Emails are not available for copies to be sent to: Geoff Meggs, John Allen, Tim Renneberg, Kenn McLaren.

I would appreciate if they could be forwarded.

Thank you for your assistance.

Best,

Moneca
Gabriel

Mike Harcourt

Executive Assistant to

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s.13

OOP FOI PREM:EX

From: Parkinson, Elizabeth PREM:EX
Sent: February 20, 2019 3:51 PM
To: Geary, Vanessa PREM:EX
Subject: Mike Harcourt meeting request

Hi Vanessa,

Mike has asked if you can attend a meeting with him and Bob Dewar, when Bob is next in Vancouver. There's currently no date set, but I said I would let you know of his request.

Thanks,



Elizabeth Parkinson

Finance and Administration Officer

Office of the Premier

*Direct: 778-974-6082

Reception: 250-387-1715

E-mail: elizabeth.parkinson@gov.bc.ca

CONFIDENTIALITY NOTICE: *The above message contains confidential information intended for a specified individual and purpose. The information is private and protected by law. Any copying or disclosure of this transmission by anyone other than the intended recipient is prohibited. If you are not the intended recipient, please notify the sender immediately and delete this message and any attachments from your system. Thank you.*

OOP FOI PREM:EX

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: April 9, 2019 10:08 AM
To: Minister, FIN FIN:EX; minister@gov.bc.ca; Wanamaker, Lori FIN:EX; Minister, MAH MAH:EX; Faganello, Tara MAH:EX; Transportation, Minister TRAN:EX; Transportation, Deputy Minister TRAN:EX; Richter, Kevin J TRAN:EX; Geary, Vanessa PREM:EX; Robinson, Jon PREM:EX; Dewar, Bob PREM:EX
Cc: White, Christine MAH:EX; Parkinson, Elizabeth PREM:EX; OfficeofthePremier, Office PREM:EX; mharcourt@shaw.ca
Subject: FW: The GVRD and Future of Transit
Attachments: Future of Transit in Lower Mainland.docx

On behalf of Mike Harcourt:

Attached is a more extensive Broadway Bridge Line Heavy Rapid Transit proposal prepared by transportation and financial expert, Mauro Chiesa, and me.

Mauro, a UBC, BA and MBA grad, has more than thirty years experience with EDC, Sumitomo, Indo Suez, and World Banks.

s.13

Mike Harcourt

Direct: 604-263-4132 or email: mharcourt@shaw.ca

Moneca Gabriel, Executive Assistant to Mike Harcourt

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Withheld pursuant to/removed as

s.13

OOP FOI PREM:EX

From: Moneca Gabriel <mgabriel@shaw.ca>
Sent: July 29, 2019 9:50 AM
To: Geary, Vanessa PREM:EX; Robinson, Jon PREM:EX
Cc: MIKE HARCOURT
Subject: Re: Jobs and Sustainable Prosperity Plan/ Vision
Attachments: MEMO from Mike Harcourt.docx

Good morning Vanessa and Jon,

Please find a copy of Mike's memo attached: BC's Sustainable Prosperity Plan - Hope Beyond Hope BC

Best,

Moneca

On 2019-07-28 12:16 p.m., MIKE HARCOURT wrote:

- > Vanessa, Jon, good discussion Friday on preparing a sustainable prosperity vision for B.C., both for the high growth urban areas like Metro Vancouver, Victoria, Kelowna, and natural resource communities (bring hope Beyond Hope).
- >
- > I'll have Moneca send you both a January 30, 2018 memo I sent to John, Don , Geoff and Suzanne.
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- > I laid out a process , including some Premier's Summits ,to engage British Columbians in creating that hopeful and doable vision.
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