

## Notes

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From: Kevin.Richter@gov.bc.ca, Richter, Kevin J TRAN:EX <Kevin.Richter@gov.bc.ca>  
To: Jennifer Lewthwaite <Jennifer.Lewthwaite@gov.bc.ca>, Lewthwaite, Jennifer  
TRAN:EX  
Sent: December 11, 2020 7:18:46 PM PST

Thank you for your notes

Not certain what they mean relative to templates, or actions or summaries

s.13; s.16; s.17

If required this weekend, can we talk tomorrow evening  
Or  
Can we talk Monday?

Sent from my iPhone

## FW: MRF Briefing

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From: Plamondon, Lea TRAN:EX <sup>s.15</sup>  
s.15  
To: Pilkington, Kim TRAN:EX  
Sent: December 14, 2020 9:39:13 AM PST  
Attachments: Template A\_Dec 11\_8 pm.docx

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**From:** Plamondon, Lea TRAN:EX  
**Sent:** December 11, 2020 8:34 PM  
**To:** Krishna, Kaye TRAN:EX  
**Subject:** RE: MRF Briefing  
Here is the latest with Deborah's updates.

---

**From:** Krishna, Kaye TRAN:EX <[Kaye.Krishna@gov.bc.ca](mailto:Kaye.Krishna@gov.bc.ca)>  
**Sent:** December 11, 2020 8:31 PM  
**To:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>  
**Cc:** TRAN HQ EXECUTIVE <[THHEXEC@Victoria1.gov.bc.ca](mailto:THHEXEC@Victoria1.gov.bc.ca)>; Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>; Hayre, Courtney TRAN:EX <[Courtney.Hayre@gov.bc.ca](mailto:Courtney.Hayre@gov.bc.ca)>; Hitchman, Laurel TRAN:EX <[Laurel.Hitchman@gov.bc.ca](mailto:Laurel.Hitchman@gov.bc.ca)>; Hurn, Morgan TRAN:EX <[Morgan.Hurn@gov.bc.ca](mailto:Morgan.Hurn@gov.bc.ca)>; Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>; Lewthwaite, Jennifer TRAN:EX <[Jennifer.Lewthwaite@gov.bc.ca](mailto:Jennifer.Lewthwaite@gov.bc.ca)>; Mazerolle, Beulah TRAN:EX <[Beulah.Mazerolle@gov.bc.ca](mailto:Beulah.Mazerolle@gov.bc.ca)>; Neate, Sara TRAN:EX <[Sara.Neate@gov.bc.ca](mailto:Sara.Neate@gov.bc.ca)>; Phillips, Holly TRAN:EX <[Holly.Phillips@gov.bc.ca](mailto:Holly.Phillips@gov.bc.ca)>; Pilkington, Kim TRAN:EX <[Kim.Pilkington@gov.bc.ca](mailto:Kim.Pilkington@gov.bc.ca)>; Smith, Victoria TRAN:EX <[Victoria.Smith@gov.bc.ca](mailto:Victoria.Smith@gov.bc.ca)>

**Subject:** Re: MRF Briefing

Thanks for the notes and consolidation- and thanks to EVERYONE for pulling all of this together on short order. This is a very good first draft list.

Because it is due today, I will send this version but ask that you and your teams continue to work with Deb's to further refine it to reflect our discussion with the Minister this afternoon. I shared our proposed Tier 1/Tier 2 approach <sup>s.13</sup> and they're ok with us sending a revised list with all final draft T1/T2 commitments on the 21st, so let's assume we'll get today's feedback into the final Tier 1 draft early next week and can then review the Tier 2 list and add content from the items we decide warrant going up to the corporate list.

Hope that makes sense. Have a great weekend.

Sent from my iPhone

On Dec 11, 2020, at 6:46 PM, Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)> wrote:

Good evening:

Please see attached updated Templates A with edits received so far (from Steve, Renee and Kevin R).

This version also includes the 2017 commitments.

Below are some notes from Jen. Please ensure all the info has been captured in your updates.

Thank you

Lea

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**From:** Lewthwaite, Jennifer TRAN:EX <[Jennifer.Lewthwaite@gov.bc.ca](mailto:Jennifer.Lewthwaite@gov.bc.ca)>  
**Sent:** December 11, 2020 4:32 PM  
**To:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>  
**Cc:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>; Bowman, Deborah TRAN:EX <[Deborah.Bowman@gov.bc.ca](mailto:Deborah.Bowman@gov.bc.ca)>  
**Subject:** MRF Briefing  
[Here's what I had from about 3:20 on...](#)  
<sup>s.13; s.16; s.17</sup>

Jen Lewthwaite  
Director  
Ministry of Transportation & Infrastructure  
250-882-7527

## RE: status of minister briefings/mtg

---

From: Plamondon, Lea TRAN:EX s.15  
:  
To: Kubisheski, Carlee TRAN:EX  
Cc: Gedney, Vanessa R TRAN:EX  
Sent: December 18, 2020 3:05:22 PM PST

There will be some duplication for sure.

I believe from what I remember hearing is:

List #1 is based more around the new mandate letter and commitments made during the election

List #2 is based more around projects/items the Ministry has been working on already

Lea

---

**From:** Kubisheski, Carlee TRAN:EX

**Sent:** December 18, 2020 2:55 PM

**To:** Plamondon, Lea TRAN:EX

**Cc:** Gedney, Vanessa R TRAN:EX

**Subject:** RE: status of minister briefings/mtg

#1 and #2 seem like a duplicate based on the pending 2021 list I just sent to Kaye. Can you please confirm?

Outstanding briefings for 2021 below:

- SLS Update – Joint w/Minister Heyman (week of Jan. 11<sup>th</sup>) (Kevin Volk) | **January 11**
- TI Corp Part 2 (Kevin Volk/Amanda Farrell, Lisa Gow)
- Broadway Subway (Kevin Volk)
- Kicking Horse (Kevin Volk/Amanda Farrell)
- s.12; s.13 (TBC – waiting on more information)
- Stakeholder Engagement (Kevin Richter)
- 03. Ensure Sustainable and Equitable Taxi Industry (Renee/Steve)
- 15. Improve TL and BC Transit Integration (with MECCS) (Deborah/David G)
- 19. Develop Plans for High Speed Transit Links for the North Shore (Kevin Volk)
- Improve South Island Transit and Transportation (Kevin Richter/Deborah)
- Work with Mayors Council on Extension of Millennium Line to Arbutus to UBC (Kevin Volk)
- Streamline Consultation, Tendering and Construction (Kevin Richter/Renee)

**Carlee Kubisheski** | Senior Executive Assistant

Ministry of Transportation and Infrastructure

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**From:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>

**Sent:** December 18, 2020 2:36 PM

**To:** Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>

**Cc:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>

**Subject:** RE: status of minister briefings/mtg

Hi Carlee - this is the second list I sent you earlier.

Page 1 of this list refers to #1 below, Page 2 refers to the 30 – 60 – 90 day items (#2 below). I'm pretty sure we would only be into the 30 day items. We weren't going to push for 60 or 90 day item briefings yet.

Hope this helps

Lea

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**From:** Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>

**Sent:** December 18, 2020 2:31 PM

**To:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>

**Cc:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>

**Subject:** RE: status of minister briefings/mtg

I am confused between #2 and #1...

The MO has sent me the list for #2 and the pending 2021 lists.

I am not sure that will cover what Kaye is requesting for #2.

**Carlee Kubisheski** | Senior Executive Assistant

Ministry of Transportation and Infrastructure

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**From:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>

**Sent:** December 18, 2020 2:27 PM

**To:** Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>; Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>

**Subject:** RE: status of minister briefings/mtg

Thank you both – Carlee and I have been chatting about this earlier in the day.

Carlee – can you see if the MO can help with the 30/60/90? It is the list I sent you earlier (page 2)

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**From:** Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>

**Sent:** December 18, 2020 2:20 PM

**To:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>; Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>

**Subject:** RE: status of minister briefings/mtg

I can take care of #1 and #3.

**Carlee Kubisheski** | Senior Executive Assistant  
Ministry of Transportation and Infrastructure

---

**From:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>

**Sent:** December 18, 2020 2:20 PM

**To:** Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>

**Cc:** Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>

**Subject:** FW: status of minister briefings/mtg

Lea, is there a way you'd like to divvy this up or how we can help with this?

---

**From:** Krishna, Kaye TRAN:EX <[Kaye.Krishna@gov.bc.ca](mailto:Kaye.Krishna@gov.bc.ca)>

**Sent:** December 18, 2020 1:57 PM

**To:** Gedney, Vanessa R TRAN:EX <[Vanessa.Gedney@gov.bc.ca](mailto:Vanessa.Gedney@gov.bc.ca)>; Plamondon, Lea TRAN:EX <[Lea.Plamondon@gov.bc.ca](mailto:Lea.Plamondon@gov.bc.ca)>; Kubisheski, Carlee TRAN:EX <[Carlee.Kubisheski@gov.bc.ca](mailto:Carlee.Kubisheski@gov.bc.ca)>

**Subject:** status of minister briefings/mtg

Hi there,

As I mentioned in EC, I would like to see a status update on the following:

- The list of minister briefings (from a few weeks ago) with an update on what ones have taken place and what ones are remaining
- The 30/60/90 decisions items listed in the transition binder and a status of what is done
- The stakeholder list for ministers with a status of which meetings have taken place (probably need the MO to update that)

I'd like to see the first two items by EOD, if possible. You can put them through eApps.

Thanks!

Kaye

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**KAYE KRISHNA**

**Deputy Minister**

Ministry of Transportation & Infrastructure

Pronouns: She/Her/Hers



## FW: BN For Approval - MRF/MBM BRIEFING | Streamline Consultation, Tendering and Construction

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From: Gedney, Vanessa R TRAN:EX <Vanessa.Gedney@gov.bc.ca>  
To: Krishna, Kaye TRAN:EX  
Cc: Kubisheski, Carlee TRAN:EX  
Sent: January 30, 2021 9:44:33 AM PST  
Attachments: image001.png, MRF MTG - 300825 - IBN\_Streamlining - 01-29-2021.docx

Kaye, DMO has been following up on the materials this week and we didn't receive until end of day Friday and it hasn't yet been vetted by Kevin V or Nancy B (they hadn't seen to this point), so, to allow enough time for them to review/analyze and then for you to have an opportunity to review and provide comments (if any) in advance of the briefing I have asked the MO to reschedule this briefing. Including draft that hasn't been reviewed yet should you want to look and provide any initial comments but I will send the vetted version to you in eApps when it's ready.

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**From:** Hayre, Courtney TRAN:EX

**Sent:** January 29, 2021 4:36 PM

**To:** Gedney, Vanessa R TRAN:EX ; Plamondon, Lea TRAN:EX

**Cc:** Gates, Brittany TRAN:EX ; Volk, Kevin TRAN:EX ; Smith, Victoria TRAN:EX ; Bain, Nancy TRAN:EX ; Neate, Sara TRAN:EX ; Phillips, Holly TRAN:EX ; Richter, Kevin J TRAN:EX ; Fraser, Jennifer TRAN:EX

**Subject:** BN For Approval - MRF/MBM BRIEFING | Streamline Consultation, Tendering and Construction

Hi All,

Please find the attached IBN for DM approval, this is for the Streamline Consultation, Tendering and Construction Minister meeting on Monday, February 1<sup>st</sup>.

I have included Kevin Volk and Nancy Bain in hopes they can provide feedback on this note over the weekend.

Apologies for the delay in sending.

Thank you,

C.

**Courtney Hayre**

Manager of Divisional Operations | Associate Deputy Minister's Office

Ministry of Transportation & Infrastructure



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## RE: BN For Approval - MRF/MBM BRIEFING | Streamline Consultation, Tendering and Construction

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From: Volk, Kevin TRAN:EX  
s.15

To: Hayre, Courtney TRAN:EX, Gedney, Vanessa R TRAN:EX, Plamondon, Lea TRAN:EX

Cc: Gates, Brittany TRAN:EX, Smith, Victoria TRAN:EX, Bain, Nancy TRAN:EX, Neate, Sara TRAN:EX, Phillips, Holly TRAN:EX, Richter, Kevin J TRAN:EX, Fraser, Jennifer TRAN:EX

Sent: January 31, 2021 11:09:59 AM PST

Attachments: image001.png

My only question on this note is whether the review you're defining here is to only review projects that the ministry currently tenders through a DBB process. That's how it reads. If that's the case you should say up front that the Ministry does other projects through DB's etc that are out of scope.

If the DB's are in scope as well, the process diagrams would need to be updated as they all currently reflect a process where the ministry is doing final design and tendering.

Happy to chat on Monday.

---

**From:** Hayre, Courtney TRAN:EX

**Sent:** January 29, 2021 4:36 PM

**To:** Gedney, Vanessa R TRAN:EX ; Plamondon, Lea TRAN:EX

**Cc:** Gates, Brittany TRAN:EX ; Volk, Kevin TRAN:EX ; Smith, Victoria TRAN:EX ; Bain, Nancy TRAN:EX ; Neate, Sara TRAN:EX ; Phillips, Holly TRAN:EX ; Richter, Kevin J TRAN:EX ; Fraser, Jennifer TRAN:EX

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Ministry of Transportation & Infrastructure



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## Re: BN For Approval - MRF/MBM BRIEFING | Streamline Consultation, Tendering and Construction

---

From: Richter, Kevin J TRAN:EX <Kevin.Richter@gov.bc.ca>  
To: Fraser, Jennifer TRAN:EX  
Cc: Volk, Kevin TRAN:EX  
Sent: January 31, 2021 12:25:46 PM PST

Excellent  
Thanks Kevin  
Let's talk tomorrow

Jennifer  
Please adapt to broader view

Sent from my iPhone

On Jan 31, 2021, at 12:21 PM, Fraser, Jennifer TRAN:EX <Jennifer.Fraser@gov.bc.ca> wrote:

Hi Kevin,  
That's a great point. That may be oversight on my part as the mandate speaks to tendering.  
Maybe the intent was broader?  
Would be great to discuss.  
Thanks for raising the question.  
Jen

Jennifer Fraser, RPF  
Director Trans Canada Highway Program  
Ministry of Transportation and Infrastructure  
C. 250-318-7195

On Jan 31, 2021, at 11:10 AM, Volk, Kevin TRAN:EX <Kevin.Volk@gov.bc.ca> wrote:

My only question on this note is whether the review you're defining here is to only review projects that the ministry currently tenders through a DBB process. That's how it reads. If that's the case you should say up front that the Ministry does other projects through DB's etc that are out of scope.

If the DB's are in scope as well, the process diagrams would need to be updated as they all currently reflect a process where the ministry is doing final design and tendering.

Happy to chat on Monday.

---

**From:** Hayre, Courtney TRAN:EX <Courtney.Hayre@gov.bc.ca>  
**Sent:** January 29, 2021 4:36 PM  
**To:** Gedney, Vanessa R TRAN:EX <Vanessa.Gedney@gov.bc.ca>; Plamondon, Lea TRAN:EX <Lea.Plamondon@gov.bc.ca>  
**Cc:** Gates, Brittany TRAN:EX <Brittany.Gates@gov.bc.ca>; Volk, Kevin TRAN:EX <Kevin.Volk@gov.bc.ca>; Smith, Victoria TRAN:EX <Victoria.Smith@gov.bc.ca>; Bain,

Nancy TRAN:EX <Nancy.Bain@gov.bc.ca>; Neate, Sara TRAN:EX <Sara.Neate@gov.bc.ca>;  
Phillips, Holly TRAN:EX <Holly.Phillips@gov.bc.ca>; Richter, Kevin J TRAN:EX  
<Kevin.Richter@gov.bc.ca>; Fraser, Jennifer TRAN:EX <Jennifer.Fraser@gov.bc.ca>  
**Subject:** BN For Approval - MRF/MBM BRIEFING | Streamline Consultation, Tendering and  
Construction

Hi All,

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I have included Kevin Volk and Nancy Bain in hopes they can provide feedback on this  
note over the weekend.

Apologies for the delay in sending.

Thank you,  
C.

**Courtney Hayre**

Manager of Divisional Operations | Associate Deputy Minister's Office  
Ministry of Transportation & Infrastructure  
<image001.png>

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## **300825\_MRF IBN\_Streamlining Infrastructure Project Delivery Processes .docx**

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From: Gedney, Vanessa R TRAN:EX <Vanessa.Gedney@gov.bc.ca>  
To: Krishna, Kaye TRAN:EX  
Sent: February 9, 2021 1:43:24 PM PST  
Attachments: 300825\_MRF IBN\_Streamlining Infrastructure Project Delivery Processes .docx



## INFORMATION BRIEFING NOTE

**DATE:** February 16, 2021

**PREPARED FOR:** Honourable Rob Fleming, Minister of Transportation and Infrastructure

**ISSUE:** Streamlining Infrastructure Project Delivery Processes

**PURPOSE:** To provide a summary of current project delivery processes and to seek agreement on scope and critical areas of focus to meet mandate letter objective.

### SUMMARY:

- Minister Fleming's mandate letter included the objective to: "Develop a strategy to streamline consultation, tendering and construction of infrastructure projects to ensure benefits flow to British Columbians without unnecessary delays."
- Delivery of capital projects involves a series of stages, activities, and approvals which include, among many others, planning, engagement/consultation, investigation, engineering, permitting/agreements, procurement/tender, and construction.
- These steps are guided and directed by such elements as legislation, regulatory and professional standards, approvals, Indigenous and stakeholder expectations, risk identification and management, funding, and project complexity.
- Projects have become larger and more complex with increased regulatory requirements and heightened expectations of all stakeholders to be inclusive and respectful.
- s.13

### BACKGROUND:

The ministry delivers several hundred expansion and preservation projects across the province annually. These projects range in scope, budget, timeline, and complexity. The Ministry Service Plan target is that 91.5% of all projects meet their budget and schedule targets. The ministry has met or exceeded this performance measure since 2016/17 (current reporting period).

The wide range of capital project scope delivered by the Ministry influences the challenges these projects face. The majority of projects are delivered by the Ministry through a design-bid-build model. Other, often very large, projects are usually delivered through a design-bid model. Both procurement models are subject to technical, regulatory and stakeholder risks and requirements resulting in an extensive investment of both time and resources in planning/consultation, development, and construction.



## DISCUSSION:

The factors that contribute to project delivery success include governance and diligence throughout the project delivery life cycle.

### *Governance - Ministry Project Management Overview*

Ministry project delivery is guided by direction from the Ministry of Finance as well as oversight by Ministry Executive such as:

- Ministry of Finance Capital Asset Management Framework
- Treasury Board Two stage approval process
- Capital Program Board (Ministry Executive)
- Transportation Investment Corporation Board

The number of projects over \$50 million has increased substantially in recent years which has resulted in the Ministry reviewing its governance structures. For example, the Transportation Investment Corporation has been repurposed to deliver projects over \$500 million and has project boards and due diligence committees to oversee delivery of projects. With large programs like the Highway 1 Kamloops to Alberta border program (valued at ~\$875 million) and the 264<sup>th</sup> to Whatcom program, the ministry is establishing Program Boards and Due Diligence Committees to oversee these programs.

### *Project Life Cycle*

Moving projects from planning to construction to completion, requires that projects follow an inventory of legislation, regulations, tools, and processes (See Appendix 1 for a more comprehensive list) such as:

- Transportation Act
- Treasury Board Risk Screen
- MOTI Project Management Policy Manual
- MOTI Cost Estimating Guidelines
- Organizational Quality Management Engineering Standards
- International Association of Public Participation Engagement Standards (iap2)

The formulation and delivery of capital projects requires the projects move through a series of steps. The ministry delivers capital projects using traditional tender (design-bid-build; DBB) and alternative procurement (design-build; DB) methodologies. See Appendix 2 for design-bid-build stages and approvals and Appendix 3 for design-build stages and approvals.

Delivery timeframes can fluctuate greatly and depend heavily on project complexity and risk, land ownership, required regulatory approvals, Indigenous and public consultation, and internal government process.

Projects are increasingly being delivered in the busiest, most technically challenging, and environmentally sensitive parts of the province. The procurement process can vary depending on contract type (i.e. DBB or DB) and the nature complexity and associated risk of the contract. Fee simple and Indigenous-owned land





require purchase negotiations and execution of legal processes. Generally, the construction phase does not result in significant delays; although issues have arisen requiring time and technical expertise to resolve.

Regulatory approvals such as those for archaeology permits, environmental permits, and water permits require significant investment of time and resources.

Ongoing engagement and consultation with stakeholders, including Indigenous partners, continues throughout the life cycle of the project and impact the project during initiation and design (e.g. stakeholder expectations of scope, Accommodation and Impact Benefit Agreements) and construction (e.g. archeological finds).

### *Next Steps*

s.13; s.16



## FINANCIAL IMPLICATIONS:

s.13; s.17

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### Appendices:

1. Project Delivery Guidance
2. Design-Build-Bid
3. Design-Build

PREPARED BY:	REVIEWED BY:	DATE:
Jennifer Fraser, Director TCH Program Highways Department (250) 318-7195	Kevin Richter, Associate Deputy Minister	21-Feb-8
Carol Bishop Executive Director, Crown Agencies (778) 974-5061	Kevin Volk, Assistant Deputy Minister Major Projects, Infrastructure, and Properties	21-Feb-8
Vicki Willow, Executive Director, Procurement Contracts & Risk Services (778) 974-5390	Nancy Bain, EFO Finance and Management Services Department	21-Feb-8
	Kaye Krishna, Deputy Minister	21-Feb-15

## Appendix 1 – Project Delivery Guidance

- Ministry of Finance Capital Asset Management Framework
- Treasury Board 2 stage approval process
- Capital Programming Board
- Project Management Committee
- Organizational Quality Management Certification Standard
- MOTI Project Management Policy Manual
- MOTI Cost Estimating Guidelines
- International Association for Public Participation Standards (iap2)
- Project Management Body of Knowledge Manual
- Phase Gate Process
- Project Change Management Methodology
- Project Risk Management Methodology
- Project Management Provincial Workshops
- Value Analysis Policy
- Constructability Reviews
- Due Diligence Committees
- Project Boards
- Project Quality Audits
- Phase-gate and End of Project close out/lesson learned meetings and reports
- Participation on other capital project boards
- Membership on provincial and international project management committees (examples below)
  - Cost and Risk Estimating Management Committee (international)
  - BC Public Service Project Management Community of Practice
  - BC Public Sector Risk Management Community of Practice (provincial)

## Appendix 2 – Design-Bid-Build

Figure 1.

### Project Development Stages – Design-Bid-Build

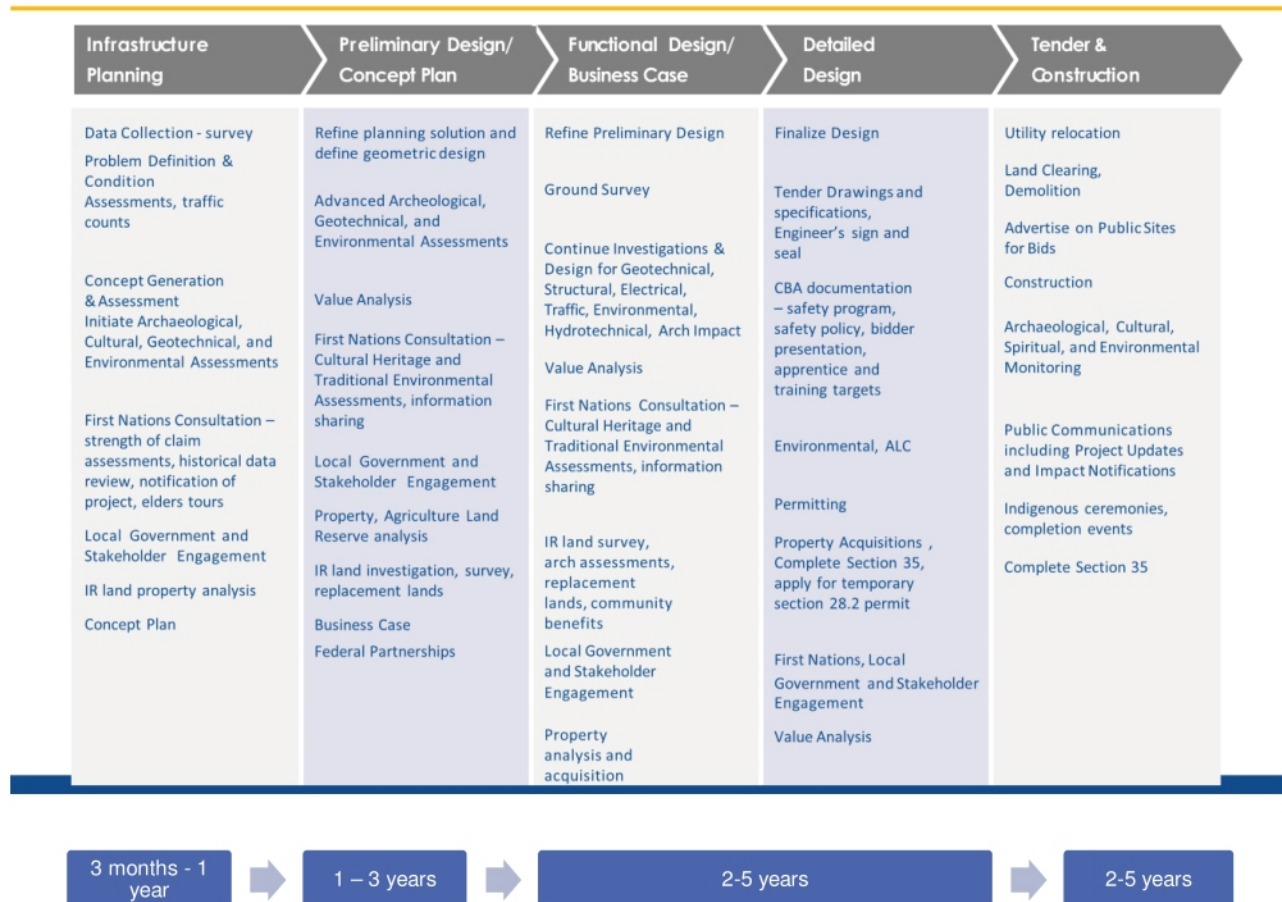


Figure 2.

## Project Development Approvals – Design-Bid-Build

Infrastructure Planning	Preliminary Design/ Concept Plan	Functional Design/ Business Case	Detailed Design	Tender & Construction
Capital Programming Board TIP budget allocation approval	Capital Programming Board Budget Approval for Stage 1 activities	Capital Programming Board Budget Approval for Stage 2 activities	Arch Branch permit approval (additional areas)	Ministry Approval to tender / approval to award
Capital Program budget Approval	Indigenous Consultation budget approval	Indigenous Consultation budget approval	Engineer of Record sign and seal	CBA BCA/BSA approval
Engagement materials approvals	Arch Branch permit approval	Arch Branch permit approval (additional areas)	Water Act permit approval	Navigable Waters Act approvals
Engagement events approvals (MLA meetings)	First Nation approval to access IR lands	Water Act permit approval	Agricultural Land Commission approval	Consultation record approval
	First Nation approval of Engagement budget	Navigable Waters Act approval	Expropriation approval	First Nation Section 35 approval
	Environmental Assessment approval	Property Purchase agreements	First Nation Accommodation Agreement approval	Federal government Section 35 approval
	Professional service contract request approval	Agricultural Land Commission approval	First Nation Section 35 approval	Announcement/NR/IB/ event approvals
	Engagement materials approvals	Engagement materials approvals	First Nation Section 28.2 approval to temporarily access lands	MOTI project in-service transfer
	Engagement events approvals (MLA meetings)	Engagements Events approvals	Engagement materials approvals	
	BCIB TB submission approval	BCIB TB submission approval	Engagement Events approvals	
	MOTI, TBS BN approvals	MOTI, TBS BN approvals	Federal government Section 35 approval	
	Treasury Board Concept Plan approval	Treasury Board Business Case approval	Announcement/NR/IB/ event approvals	
		Announcement/NR/IB/ event approvals		



## Appendix 3 – Design-Build

Figure 3.

### Project Development Stages – Design-Build

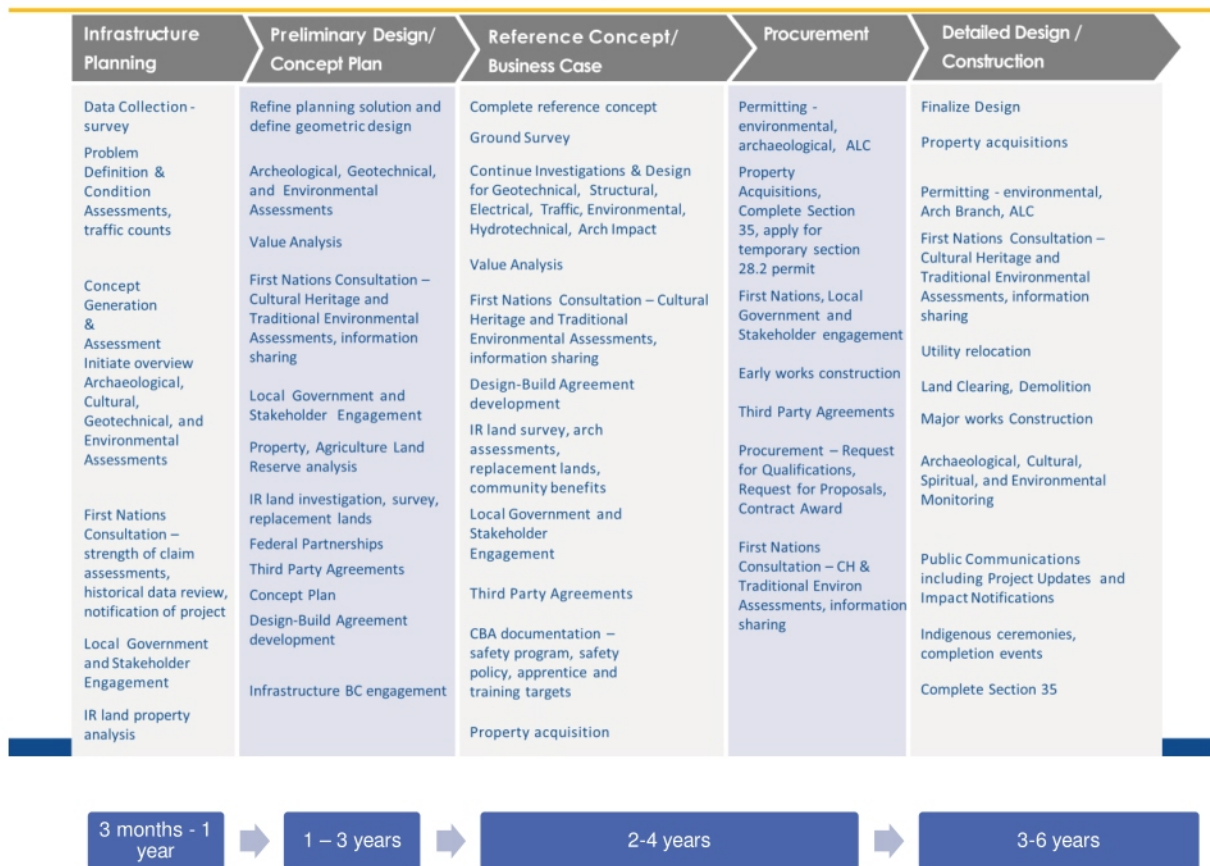


Figure 4.

## Project Development Approvals – Design-Build

Infrastructure Planning	Preliminary Design/ Concept Plan	Reference Concept/ Business Case	Procurement	Detailed Design/ Construction
Capital Programming Board TIP budget allocation approval	Capital Programming Board Budget Approval for Stage 1 activities	Capital Programming Board Budget Approval for Stage 2 activities	Arch Branch permit approval (additional areas)	Arch Branch permit approval
Capital Program budget Approval	Indigenous Consultation budget approval	Arch Branch permit approval (additional areas)	Expropriation approval	Water Act permit approval
Engagement materials approvals	Arch Branch permit approval	Property Purchase agreements	First Nation Accommodation Agreement approval	Agricultural Land Commission approval
Engagement events approvals (MLA meetings)	First Nation approval to access IR lands	Environmental Assessments approvals	Consultation record approval	First Nation Section 35 approval
	First Nation approval of Engagement budget	Navigable Waters Act approvals	First Nation Section 35 approval	Federal government Section 35 approval
	Environmental Assessment approval	Agricultural Land Commission submission / approval	First Nation Section 28.2 approval to temporarily access lands	CBA BSA approval
	Professional service contract request approval	Engagement materials approvals	Engagement materials approvals	Announcement/NR/IB/ event approvals
	Engagement materials approvals	Engagements events approvals	CBA BCA approval	MOTI/TransLink project in-service transfer
	Engagement events approvals (MLA meetings)	BCIB TB submission approval	Engagement Events approvals	
	BCIB TB submission approval	CC, MOTI, TBS BN approvals	Federal government Section 35 approval	
	MOTI, TBS BN approvals	Treasury Board Business Case approval	DB execution - CC/MOTI/TB/Cabinet OIC approval	
	Treasury Board Concept Plan approval	Announcement/NR/IB/ event approvals	Announcement/NR/IB/ event approvals	

# BRIEFING IBN #30825: Streamlining Infrastructure Project Delivery Processes |

**Date: February 16th**

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From: Gedney, Vanessa R TRAN:EX <Vanessa.Gedney@gov.bc.ca>  
To: Grant, Lisa TRAN:EX  
Cc: Harrison, Veronica TRAN:EX, Casselman, Laura TRAN:EX, Kubisheski, Carlee TRAN:EX, Plamondon, Lea TRAN:EX  
Sent: February 16, 2021 7:52:32 AM PST  
Attachments: 2021-02-16\_300825\_MIN IBN\_Streamlining Infrastructure Project Delivery Processes .pdf

Good morning Lisa, the attached briefing note has been uploaded to the

s.15 for today's briefing.

PURPOSE: To provide a summary of current project delivery processes and to seek agreement on scope and critical areas of focus to meet mandate letter objective.

## SUMMARY:

- Minister Fleming's mandate letter included the objective to: "Develop a strategy to streamline consultation, tendering and construction of infrastructure projects to ensure benefits flow to British Columbians without unnecessary delays."
- Delivery of capital projects involves a series of stages, activities, and approvals which include, among many others, planning, engagement/consultation, investigation, engineering, permitting/agreements, procurement/tender, and construction.
- These steps are guided and directed by such elements as legislation, regulatory and professional standards, approvals, Indigenous and stakeholder expectations, risk identification and management, funding, and project complexity.
- Projects have become larger and more complex with increased regulatory requirements and heightened expectations of all stakeholders to be inclusive and respectful.
- Recent actions have been taken to improve project delivery, such as the implementation of a Two Stage Process for project approvals, enhanced governance of the larger/more complex projects, and improved project delivery standards; however, there continues to be opportunities for improvement.

## Staff Participants:

1. Kaye Krishna
2. Kevin Richter
3. Kevin Volk
4. Vanessa Gedney

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VANESSA R. GEDNEY (Preferred Pronouns: she/her/hers)  
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## BRIEFING NOTE FOR INFORMATION

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and Infrastructure

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**PREPARED BY:**

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**REVIEWED BY:**

Kevin Richter, Associate Deputy Minister  
Ministry of Transportation and Infrastructure  
Kevin Volk, Assistant Deputy Minister  
Major Projects, Infrastructure, and Properties  
Nancy Bain, EFO  
Finance and Management Services Department

**INITIALS**

KR

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**From:** [Gates, Brittany TRAN:EX](#)  
**To:** [Phillips, Holly TRAN:EX](#)  
**Cc:** [Hayre, Courtney TRAN:EX](#); [Plamondon, Lea TRAN:EX](#); [Kubisheski, Carlee TRAN:EX](#); [Gedney, Vanessa R. TRAN:EX](#)  
**Subject:** MRF Meeting Materials | Topic: Streamline Consultation, Tendering and Construction | MTG Date: Jan 19  
**Date:** December 21, 2020 12:19:00 PM

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Good afternoon,

..  
Please provide your transition materials for the following MRF Briefing:

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<b>Issue / Topic:</b>	Streamline Consultation, Tendering and Construction
<b>Meeting Date:</b>	January 19
<b>Time :</b>	11:00 – 11:45 am
<b>Staff Support Requested:</b>	Kevin Richter

..  
Please advise If your unit will be providing **additional** materials besides transition notes.

Thank you

Brittany Gates  
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