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**MEETING OF THE
CORE AREA WASTEWATER TREATMENT PROJECT BOARD**

Notice of a Meeting on **Tuesday, April 4, 2017 at 9:00 a.m.**
Boardroom, 6th floor, 625 Fisgard Street, Victoria, BC

Jane Bird (Chair)
David Howe

Don Fairbairn (Vice Chair)
Bob Lapham

Jim Burke
Colin Smith

Brenda Eaton

REVISED AGENDA

1. Approval of Agenda and Statement of No Conflict
2. Safety Minute
3. Approval of the March 6, 2017 Meeting Minutes
4. Report of the Chair
5. Presentations/Delegations
6. Project Board Business
 - 6.1. Staff Report: Wastewater Treatment Project Quarterly Report – December 25, 2016 to March 24, 2017
 - 6.2. Staff Report: Approval of the Project Charter for the Wastewater Treatment Project
 - 6.3. Staff Report: Approval of the Wastewater Treatment Project Communications and Engagement Plan
 - 6.4. Government Funding Agreements Reporting Requirements
7. Correspondence
 - 7.1. Correspondence received March 2017
8. New Business
9. **Motion to close the meeting in accordance with the *Community Charter, Part 4, Division 3, 90(1)(a)* personal information about an identifiable individual who holds or is being considered for a position as an officer, employee and agent of the municipality or another position appointed by the municipality; **(m)** a matter that, under another enactment, is such that the public may be excluded from the meeting.**
10. Adjournment

To ensure quorum, advise Denise Dionne 250.360.3192 if you are unable to attend.



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**Minutes of a Meeting of the Core Area Wastewater Treatment Project Board
Held Tuesday, March 6, 2017 in the Boardroom, 625 Fisgard Street, Victoria, BC**

Present: **Members:** J. Bird (Chair); D. Fairbairn (Vice Chair); J. Burke; B. Eaton; D. Howe; R. Lapham; C. Smith
CRD Staff: D. Clancy, Project Director; E. Scott, Deputy Project Director; K. Quale, Communications Coordinator; D. Dionne (recorder)
Also in Attendance: S. Singh, Bennett Jones LLP

The meeting was called to order at 9:05 a.m.

1. Approval of Agenda and Statement of No Conflict

The members stated they did not have a conflict of interest with any of the agenda items.

MOVED by B. Eaton, **SECONDED** by B. Lapham,
That the agenda be approved as circulated.

CARRIED

2. Approval of the February 7, 2017 Minutes

MOVED by D. Howe, **SECONDED** by B. Lapham,
That the February 7, 2017 be approved.

CARRIED

3. Report of the Chair

3.1. Development Phase Report

The Chair spoke to the report which summarizes activities undertaken during the development phase of the Core Area Wastewater Treatment Project (the Project).

She noted specifically within the report:

- All funding agreements are complete, and are either executed or circulating for execution.
- The Capital Regional District (CRD) has entered into Support Agreements with the Esquimalt and Songhees Nations and both have provided Support Letters.
- The amenity agreements were approved and the Development Permit was issued by the Township of Esquimalt.
- The Greater Victoria Harbour Authority License was considered by its Board on March 3, and confirmation has been received that the license was approved.
- There is a list on Page 11 of the contracts to be issued for the Project.
- The Community Engagement Plan outlines a three-phase plan.
- Page 13 outlines project management and reporting format.
- This report is being presented to the Core Area Liquid Waste Management Committee at its March 8, 2017 meeting.

Staff were asked to ensure that this report is posted on the Wastewater Treatment Project website.



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MOVED by C. Smith, **SECONDED** by B. Lapham,
That the Project Board receive the Project Development Report attached as Appendix A for information.

CARRIED

4. Presentations/Delegations

There was none

5. Project Board Business

5.1. Communications Protocols

E. Scott spoke to the report, summarizing its purpose of addressing the issue of dealing with correspondence and responding to public inquiry in a timely manner. She noted two e-mail address:

- 1) Public e-mail comments and questions to the Project Team will be directed to the e-mail address Wastewater@crd.bc.ca, to allow tracking and ensure consistent responses. The report outlines how e-mails will be directed to this address.
- 2) The Project Board e-mail address, CAWTPB@crd.bc.ca, will continue to be provided on the Project Board webpage.

The report discusses a protocol for keeping Project Board members and CRD Executive updated.

Discussion ensued around the storing of responses, staff access and ensuring all responses are aligned. E. Scott acknowledged that all responses are tracked through the wastewater@crd.bc.ca e-mail address and offered to look at making those available internally for staff to access.

MOVED by B. Lapham, **SECONDED** by D. Howe,
That the Core Area Wastewater Treatment Project Board receive this report for information.

CARRIED

5.2. Federal Wastewater Systems Effluent Regulations Requirements to Provide Update and Status Reports for the Core Area Wastewater Treatment Project

This item was discussed after Item 5.4.

E. Scott spoke to the report noting that the Clover and Macaulay points' Transitional Authorizations under the federal Wastewater Systems Effluent Regulations (WSER) require that update and progress reports be submitted by July 1, 2017. Information about the District of Oak Bay's combined sewer overflow elimination plan must also be submitted once approved (Amendment No. 12). CRD staff will submit Liquid Waste Management Plan Amendment No. 11 (and No. 12, if approved by the Province before July 1, or a summary in the event it is not yet approved) to the federal government.

MOVED by C. Smith, **SECONDED** by B. Lapham,

That the Core Area Wastewater Treatment Project Board receive this report for information.

CARRIED

5.3. Transport Canada Licence Update

S. Singh spoke to the report noting that it is for information to describe the various license streams going into place. She advised that Harbour Resource Partners (HRP) is obtaining a facility alteration permit and short-term license to undertake geotechnical works associated with the cross harbour Forcemain and the Outfall. After the permits are granted a license is granted, after all the permits and licenses are in place a permanent lease is granted. The Lease is what the CRD will enter into, all other licenses and permits are the responsibility of HRP.

The Project Board noted that the lease doesn't get finalized until completion and asked whether there were any anticipated risks involved in obtaining the lease. S. Singh advised that the license and permitting process is very standardized and at this point it is not anticipated that there will be any risks associated with obtaining the lease.

MOVED by C. Smith, **SECONDED** by D. Howe,
That the Core Area Wastewater Treatment Project Board receive this report for information.

CARRIED

5.4. Summary Report from the Project Director and Deputy Project

E. Scott presented slides on the following information.

5.4.1. Negotiations with Harbour Resource Partners

5.4.2. McLoughlin Point Rezoning

5.4.3. Esquimalt Amenity Agreements

5.4.4. Wastewater Treatment Plant Development Permit

5.4.5. Clover Point Rezoning and Licences (Pump Station and Forcemain)

The Project Board discussed the approval of the Design Review Committee at its February 20 meeting and the Chair noted that the Committee acknowledged that HRP brought back a better design in the end.

5.4.6. First Nations

5.4.7. Stakeholder and Community Outreach

The Chair noted that a meeting with the James Bay Neighbourhood Association is scheduled for March 8 and the meeting will be open to all stakeholders.

5.4.8. Funding Agreements with Senior Governments

5.4.9. Budget Update

E. Scott advised that staff are working on a cleaner budget reporting format for easier tracking of costs. The Project Board discussed the format and staff will follow up with Director Lapham on the clarification around the bracketed numbers under the 2016 column.

5.4.10. Schedule – Key Milestones

5.4.11. Challenges/Risks

Discussion ensued with the following noted:

- A significant challenge, with the complexity of the Project, is working to maintain coordination in bringing on new team members, getting them up to speed on the project quickly and ensuring role clarity. Another challenge is getting the Project Management Plan (PMP) finalized.
- Staff are working with HRP on permitting.
- The Traffic Management Plan was submitted in draft and was meant to be a holistic look at the site and surrounding sites. It attempts to incorporate other construction within the area, including the Head Street condominium construction site that will be occurring simultaneously.
- There will be overlapping traffic management plans taking into account multiple construction sites. HRP will be an Agent for the Owner.
- Concerns noted in the letter (under item 6.1 Correspondence) from the Parent Advisory Council of Ecole Macaulay Elementary School will be addressed in the overall traffic management plan.

6. Correspondence

6.1. Correspondence received February 2017

The Project Board discussed the email received requesting to schedule a meeting with one of the Due Diligence Panel (DDP) members. Staff were asked to ensure that it is clearly advertised on the website that the DDP are in place to review aspects of the competitive selection process for the Residuals Treatment Facility. They have strict terms of reference and they are not engaging with the public.

The Project Board asked staff for an update on Mr. Gunton's sea bed pipeline proposal. D. Clancy advised that a letter response was forward to Mr. Gunton on March 3. He also noted that he, and some technical experts, met with Mr. Gunton in January. After the meeting a preliminary analysis was conducted on the proposal and there were some significant concerns raised. The concerns were presented back to Mr. Gunton and to the City of Victoria at its rezoning meeting. D. Clancy also advised that a preliminary review of costs didn't show any significant cost savings to the plan already in place. Mr. Gunton presented some geotechnical information that the design people will take into account. Staff were asked to forward a copy of the letter to Director Lapham for distribution to the CRD Board.

MOVED by, B. Eaton and **SECONDED** by, D. Howe
That the correspondence be received for information.

CARRIED



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7. **New Business**

There was none

MOVED by, D. Howe and **SECONDED** by, B. Eaton

8. **Motion to close the meeting in accordance with the *Community Charter, Part 4, Division 3, 90(1)(j)*** information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection Act*; **(m)** a matter that, under another enactment, is such that the public may be excluded from the meeting; and **90(2)(b)** the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

CARRIED

9. **Adjournment**

On motion the meeting was adjourned at 9:55 a.m. and the Project Board moved into closed meeting.

CHAIR

RECORDER



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**REPORT TO CORE AREA WASTEWATER TREATMENT PROJECT BOARD
MEETING OF TUESDAY, APRIL 4, 2017**

SUBJECT **Wastewater Treatment Project Quarterly Report - Reporting Period
December 25, 2016 to March 24, 2017**

ISSUE

The Core Area Wastewater Treatment Project Board (Project Board) is required, by its Terms of Reference, to provide the Capital Regional District (CRD) Board with monthly progress reports and a comprehensive quarterly report.

BACKGROUND

On May 25, 2016 the Regional Board of the CRD:

- i) Adopted by resolution the Core Area Wastewater Treatment Project Board Terms of Reference (Project Board Terms of Reference) for the purposes of establishing principles governing the Core Area Wastewater Treatment Project (the Wastewater Treatment Project or the WTP);
- ii) Established the Core Area Wastewater Treatment Project Board (Project Board) under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) for the purposes of administering the Core Area Wastewater Treatment Project; and
- iii) Delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016).

On September 14, 2016 the Regional Board of the CRD:

- i) Received the final report of the Project Board with respect to its recommendation for the CAWTP, dated September 7, 2016 (the Final Report); and
- ii) Approved the business case attached as Appendix 1 (the Business Case) to the Final Report.

The Business Case established the CAWTP control budget (the Control Budget) of \$765 million.

The CRD Core Area Wastewater Treatment Project Board Bylaw No. 1, 2016 requires, amongst other things: that the Project Board establish a Project Team that will provide the Project Board with a comprehensive quarterly report describing the status of the Project and that specifically addresses the scope, budget and schedule of the Project; and that the Project Board provide quarterly status reports to the CRD Board on the scope, budget and schedule of the Project. The report, attached as Appendix A, is intended to cover both requirements.

RECOMMENDATION

That the Core Area Wastewater Treatment Project Board approve the following resolution:

RESOLVED that:

1. The Wastewater Treatment Project Quarterly Report, for the reporting period December 25, 2016 to March 24, 2017, be approved.

Core Area Wastewater Treatment Project Board – April 4, 2017

Wastewater Treatment Project Quarterly Report - Reporting Period December 25, 2016 to March 24, 2017

2. The Wastewater Treatment Project Quarterly Report, for the reporting period December 25, 2016 to March 24, 2017, be forwarded to the Core Area Liquid Waste Management Committee and Capital Regional District Board for information.



Elizabeth Scott, Deputy Project Director
Wastewater Treatment Project



Dave Clancy, Project Director
Wastewater Treatment Project
Concurrence

Attachments: 1

Appendix A: Wastewater Treatment Project Quarterly Report - December 25, 2016 to March 24, 2017

ES:dd



Wastewater Treatment Project

Treated for a cleaner future

CRD Wastewater Treatment Project

Quarterly Report

Reporting Period: December 25, 2016- March 24, 2017

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1. Executive Summary

The Wastewater Treatment Project (the “WTP” or the “Project”) includes three main components: the Residuals Treatment Facility (the “RTF”), the McLoughlin Point Wastewater Treatment Plant (the “WWTP”) and the Conveyance System (which includes the pump stations and pipeline). The Project scope will be delivered through a number of contracts with a variety of contracting strategies.

The Project has recently made an important transition from the planning phase, which has been underway for many years, to the construction phase. As the construction phase of the Project progresses, this report will provide more detail on the status of each contract and their progress. This report covers the period from December 25, 2016 to March 24, 2017.

The dashboard below indicates the high level status of each contract with regards to the six Key Project Indicators (“KPI”) that were defined within the Project Charter. Currently all Project components are progressing as planned; further details on each Project component progress is included within Section 6 of this report.

Table 1- Monthly Project Status Dashboard

Monthly Project Status (March 2017)												
Engagement Metrics	WTP Project Overall	WWTP	RTF	Residual Solids Pipes and Pump Stations	Macaulay Point Pump Station and Forcemain	Clover Forcemain	Clover Point Pump Station	Currie Pump Station	Currie Forcemain/ECL	Trent Twinning	Arbutus Attenuation Tank	Comments
Cost	●	●	●	●	●	●	●	●	●	●	●	
Schedule	●	●	●	●	●	●	●	●	●	●	●	
Safety	●	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WWTP is the only contract where construction has started.
Regulatory Requirements	●	●	●	●	●	●	●	●	●	●	●	
Environment	●	●	●	●	●	●	●	●	●	●	●	
Stakeholders	●	●	●	●	●	●	●	●	●	●	●	Two Community Information Meetings to be held in April.

Note: Refer to Appendix 1 for definitions of metrics contained within the above dashboard.

2. Purpose

In order to meet federal and provincial regulations, on May 25, 2016 the Regional Board of the CRD (the “CRD Board”) established the Wastewater Treatment Project Board (the “Project Board”) under Bylaw 4109 (the “CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016”) for the purposes of administering the Wastewater Treatment Project. The CRD Board adopted by resolution terms of reference (“Terms of Reference”) for the Project Board for the purposes of establishing principles governing the WTP. The Terms of Reference are attached as Schedule “A” to the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016.

The CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016 requires, amongst other things: that the Project Board establish a Project Team that will provide the Project Board with a comprehensive quarterly report describing the status of the Project and that specifically addresses the scope, budget and schedule of the Project; and that the Project Board provide quarterly status reports to the CRD Board on the scope, budget and schedule of the Project. This report is intended to cover both requirements.

3. Safety

As part of the development of the Project Charter, a safety KPI of '*Delivering the Project safely with zero fatalities and a total recordable incident frequency (TRIF¹) of no more than 1*' was defined. Performance against this KPI will be monitored, tracked, and reported throughout the Project's execution phase.

The following safety management activities have been completed during the reporting period:

- Personal Protective Equipment has been purchased for the Project Team; and
- The Safety KPI has been established.

The following safety management activities were initiated during the reporting period and are scheduled to be completed within the next month:

- The Safety Management Plan is currently under development; and
- Recruitment for the Project's Safety Manager role is ongoing. The Construction Manager is fulfilling the role of Safety Manager until the position is filled.

The following safety management activities are planned to be initiated in the next quarter:

- Review of Harbour Resource Partner's ("HRP") Project Safety Plan, including field verification of the Plan, and a review of HRP's Blasting Plan. HRP has been awarded the contract to build the McLoughlin Point Wastewater Treatment Plant. Their Project Safety Plan is scheduled to be submitted on April 10, 2017;
- Perform Project site inspections in conjunction with HRP;
- Set up of the format and process for safety statistics data collection;
- Set up of the format for the safety statistics monthly report;
- Victoria (James Bay) traffic management plan review;
- CRD Project Office Inspection; and
- Provide Safety Orientations to CRD staff.

4. Environment and Regulatory Management

4.1 Environment

¹ * A TRIF of no more than 1 means that there is 1 or fewer recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work.

As part of the development of the Project Charter, an environmental KPI of *'Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction'* was defined. Performance against this KPI will be monitored, tracked, and reported throughout the Project's execution phase.

The key environmental management activities that have been completed during this reporting period are as follows:

- The archaeological study for the Clover Point Forcemain and Clover Point Pump station has been completed
- The draft Archeological Overview Assessments have been completed for the Clover and Macaulay Forcemains and the ECI Trent Twinning components.
- The draft Environmental Overviews have been completed for the Clover and Macaulay Forcemains.
- The Environmental Effects Determination Report for the Project's activities on the Department of National Defence lands at Work Point has been completed.

The following environmental management activities were initiated during the reporting period and are scheduled to be completed in the next quarter:

- A permit tracking system is under development for each of the three Project components, identifying all of the permits required and who is intended to be responsible for obtaining the permit (the CRD or the relevant contractor); and
- The archaeological study for the Macaulay Point Pump Station and Forcemain.

The following environmental management activities are planned to be initiated in the next quarter:

- The environmental studies for Clover Point and Macaulay Point Forcemain; and
- HRP will continue the permitting process for the McLoughlin Point Wastewater Treatment Plant.

4.2 Regulatory Management

The Project has received the following approvals during the reporting period:

- Re-zoning of the McLoughlin Point site (which was initiated by the Township of Esquimalt).
- Development permit for the WWTP.
- Re-zoning of the Clover Point Pump Station.
- Permits from Transport Canada and NavCan, and a letter of advice from Department of Fisheries and Oceans (obtained by HRP) to enable the geotechnical works associated with the cross-harbour forcemain.

The Project has entered into the following agreements over the reporting period:

- Two agreements with Greater Victoria Harbour Authority ("GVHA") associated with the Project's activities on GVHA's lands.
- An agreement with the Department of National Defence to authorize works associated with the Project's activities on the Department of National Defence lands at Work Point (the WWTP, portions of the Conveyance System).

- A licence from Transport Canada to authorize the geotechnical works associated with the cross-harbour forcemain.
- A lease with Matullia Holdings to use the Rock Bay site as a laydown area for the four years of the Project.
- Three agreements relating to the amenities to be provided to the Township of Esquimalt in connection with the McLoughlin Point Wastewater Treatment Plant.
- An agreement with the City of Victoria to authorise the works associated with the Clover Point Pump Station.
- An agreement with the City of Victoria to authorise the works associated with the Clover Point conveyance works.
- A support agreement with the Esquimalt Nation in recognition of the Crown's obligation to consult with the Esquimalt and the contribution of the Esquimalt Nation, including to the planning of the wastewater system.
- A support agreement with the Songhees Nation in recognition of the Crown's obligation to consult with the Songhees and the contribution of the Esquimalt Nation, including to the planning of the wastewater system

In the next quarter, the Project will:

- In collaboration with the CRD, and, where applicable, HRP, will progress the required permits to undertake the Project's scheduled activities.
- Continue engaging with regulators and provide timely information to facilitate the Project's permitting schedule.
- Track and meet its commitments, including reporting and financial commitments, under the various agreements.

5. Schedule

As part of the development of the Project Charter, a schedule KPI of '*Deliver the Project by December 31, 2020*' was defined. Performance against this KPI will be monitored, tracked, and reported throughout the Project's execution phase.

The Project Work Breakdown Structure ("WBS") has been finalized and the baseline schedule is being developed in alignment with the WBS.

Figure 2 outlines the preliminary high level Project schedule. The process to develop a baseline schedule that fully integrates all the Project components is ongoing. As the design of each of the Project components is further developed, the schedule will be subject to optimization.

Wastewater Treatment Project Schedule

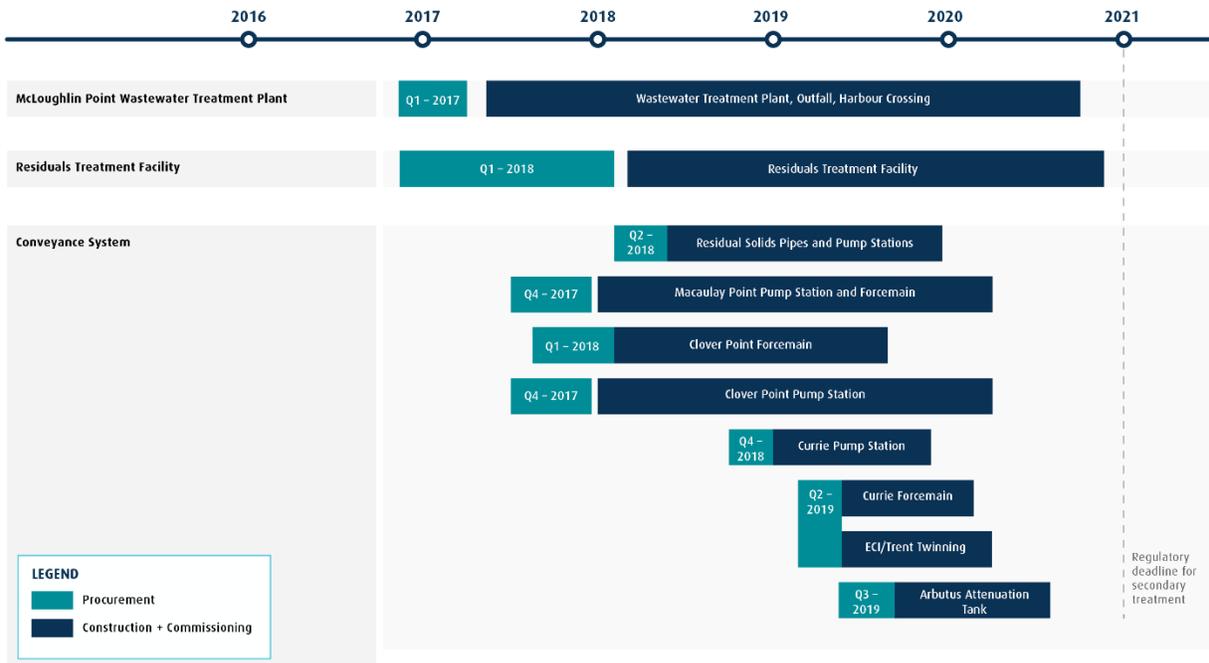


Figure 1- High Level Project Schedule

6. Cost and Forecast

As part of the development of the Project Charter, a cost KPI of ‘*Deliver the Project within the Control Budget (\$765 million)*’ was defined. Performance against this KPI will be monitored, tracked, and reported throughout the Project’s execution phase.

The Business Case established the Control Budget of \$765 million. The sources of funding for the Control Budget are: Infrastructure Canada (Building Canada Fund for \$120 million and Green Initiative Fund for \$50 million), PPP Canada for \$41 million, and the Province of British Columbia for \$248 million, and the CRD for \$306 million. During the reporting period, agreements with Infrastructure Canada, PPP Canada, and the Province of British Columbia were executed.

Table 2 shows the allocation of the Control Budget into the three major Project components as presented in the Business Case and compares it against the WTP actual cost summary based on the financial information to 28 February, 2017. For further information see attached appendices 2, 3 and 4. At the time of writing this report, the financial results for the month of March were still under development.

A top-down estimating approach was used to establish the Control Budget. The Project Leadership Team is currently in the process of reallocating the Control Budget between the three major Project components, based on a bottom-up estimating approach and a series of risk workshops.

Table 2- WTP Project Summary Report

Project Summary Report Summary of Project Expenses to February 28, 2017 (in \$ millions)		
	Budget	Cost to Date
Wastewater Treatment Plant	384.8	16.3
Conveyance System	188.5	20.5
Residuals Treatment Facility	191.6	8.1
Total	764.9	44.9

7. Progress

7.1 WTP Progress

As the Project progresses into its execution phase, good overall progress is being made with procurement and the initial construction phase activities.

The allocation of the Control Budget into the Project WBS structure is in progress. Once the Project schedule has been baselined and the Control Budget allocated to the WBS, overall Project progress, including Earned Value analysis, will be reported on.

7.2 Projects Progress

7.2.1 McLoughlin Point Wastewater Treatment Plan

The first construction contract has been awarded for the Project: HRP has been awarded a \$272 million contract to build the wastewater treatment plant at McLoughlin Point, which includes the construction of three main components:

- A 108 MI/d tertiary wastewater treatment plant located at McLoughlin Point;
- A cross-harbour undersea forcemain between Ogden Point and McLoughlin Point; and
- A marine outfall for treated wastewater at McLoughlin Point.

HRP were selected by the CRD through a competitive selection process and is a consortium of experienced firms including AECOM Canada, Graham Infrastructure, CEI, SENA, Gracorp and Michels Canada. Construction will begin in [April] on the treatment plant and the undersea forcemain. On March 14, 2017, the Project successfully reached financial close and entered into a Project Agreement with HRP. The Project Team continue to work closely with HRP to ensure they can commence construction during April.

7.2.2 Residuals Treatment Facility

A competitive selection process is underway to select a preferred proponent to enter into a contract (Project Agreement) for the design, build, partial-finance, maintenance and operation of a Residuals Treatment Facility. The Project Board approved, on December 2, 2016, the initiation of the competitive selection process, with the issue of a Request for Qualifications ("RFQ"). The RFQ closed on February 9, 2017, and seven submissions were received.

The Project Team is currently finalizing its evaluation of those submissions, with the objective of selecting a shortlist of three qualified respondents (“Proponents”) who would be invited to participate in the next stage of the competitive selection process: the Request for Proposals (“RFP”) stage. There may be an update to this section of the quarterly report prior to its submission to the CALWMC.

The evaluation has been conducted in accordance with the RFQ. The Project Director appointed an evaluation committee to evaluate the submissions, and the evaluation committee appointed evaluation teams with expertise in the relevant area to review the various submission sections. The evaluation committee and teams included employees from the Capital Regional District (CRD), Partnerships BC, Stantec Consulting Inc., and Deloitte LLP, with design, construction and operations experience and expertise in residual solids treatment, public private partnership arrangements, and financial capacity and capability.

The evaluation was monitored by a fairness advisor who will act as an independent observer to ensure that the competitive selection process, up to the selection of a Preferred Proponent is conducted in a fair, open and transparent manner. A due diligence panel to provide an independent review of the evaluation process to determine whether, in their opinion, the evaluation has followed the pre-established evaluation process, including diligent, consistent and unbiased application of the pre-established evaluation criteria. The due diligence panel reports directly to the Project Board. A conflict of interest adjudicator was available to provide decisions on conflicts of interest or unfair advantage issues, including whether any person is a Restricted Party. In addition, a relationship review committee to review relationship disclosure information provided by all parties involved in the evaluation process and those of the Respondents to determine if any participants involved in the evaluation process are in a conflict of interest (COI) situation.

The Project Team has developed the RFP, including the Initial Draft Project Agreement. Both the RFP and Project Agreement are based on provincial standards, and so will be familiar to the market. The RFP will require technical proposals to be submitted in early fall 2017 and the contract is expected to be executed in early 2018. The Residual Treatment Facility’s scope, budget, and risk profile are consistent with the Core Area Wastewater Treatment Project’s Business Case.

The Project team has also held preliminary discussions with and provide Project updates to the District of Saanich.

7.2.3 Conveyance System

The following progress has been made with regards to the Conveyance System:

- The draft Archeological Overview Assessments have been completed for the Clover and Macaulay Forcemains and the ECI Trent Twinning components.
- Draft Environmental Overviews have been completed for the Clover and Macaulay Forcemains.
- Draft Geotechnical drilling programs have been developed for the Clover Forcemain and Macaulay Point Pump Station and Forcemain Projects.

- Progress is being made with the Topographic surveys for the Clover and Macaulay Forcemains and the ECI Trent Twinning components.
- Updates to the Clover Point Pump Station Tender Documents and the Macaulay Point Pump Station and Forcemain Request for Qualifications document are underway.
- Meetings with those authorities in which the conveyance pipelines will be located are being planned.

8. Risk and Key Issues

The Project Team has completed risk workshops for the Project and the WWTP, RTF, and Conveyance System Project components. The result of these workshops is a comprehensive Risk Registry that outlines all WTP related risks, their qualification, assessment, owners, and mitigation strategies. The Project risks will be monitored and managed on a continuous basis within the Project Risk Registers.

The table below shows a summary of the current Risk Register risk events being managed by the Project as of March 24, 2017. The associated risk ranking is the product of the likelihood of the risk event and the potential cost, schedule or scope impact to the Project.

Risk ranking serves as a priority scale used by Project Management to proportionally align Project resources to the development of risk control strategies. Risk status details risk control actions as of March 24, 2017.

Table 3- Project Risks

Risk Event	Risk Ranking			Risk Status
	Low	Medium	High	
Pre-procurement scope growth/creep		●		Planned Hartland site geotechnical and archaeological surveys to align budgeted versus representative conditions.
Delays during procurement phase	●			RTF RFP is under development.
Archaeological findings			●	Archaeological Overview Assessments for the Clover and Macaulay Forcemains and the ECI Trent Twinning components is under way.
Unexpected geotechnical conditions during site investigation conveyance excavation (DBB)		●		Geotechnical surveys for the Clover Forcemain and Macaulay Point Pump Station and Forcemain Projects is in progress.
Unexpected contaminated soil		●		Environmental Overviews studies for the Clover and Macaulay Forcemains ongoing.

conditions during investigation				
Start-up of PMO office is delayed and impacts the management of the project		●		Hiring of Project Team leadership roles continues.
Stakeholder Engagement		●		Community information sessions are planned for April.

9. Contingency

As part of the risk analysis and quantification, WTP contingency budgets and initial contingency drawdown curves have been developed for each of the Project components and will be presented for approval within the next reporting period. The Project Team will communicate the status of contingency to the Project Board through updated contingency drawdown curves from the next reporting period onwards.

10. First Nations

Support Agreements with both the Songhees and Esquimalt Nations were finalized in Q1 2017, the agreements provide the CRD with Letters of Support for all aspects of the Project. As part of the agreement, two First Nations Liaison positions will be created to facilitate communications between and among the CRD and the Chiefs and Councils throughout the 4 year Project duration. The liaisons will also assist with cultural and archaeological protocols.

Communications and Engagement with other neighbouring First Nations, who are not directly impacted by the WTP but who may have an interest in receiving updates on the Project, will be undertaken with support and guidance from the CRD's First Nations Relations division.

11. Stakeholder Engagement

The Project will maintain an ongoing two-way Communications and Engagement Program with stakeholders, communities and the public to provide Project information and respond to public inquiries. A variety of materials and methods will support the Communications and Engagement program, including a public inquiry program, Project website, social media, construction notifications, community and stakeholder meetings, and door-to-door notifications.

11.1 Activities in the Reporting Period

The following activities have been completed in the reporting period:

- Communications and Engagement Plan developed;
- Comprehensive stakeholder lists developed;
- News release developed and distributed
 - March 16 - Construction Starting on Capital Regional District's Wastewater Treatment Project;

- Pre-Construction Notices developed and distributed:
 - Jan. 6 - Geotechnical Drilling
 - March 7 - Site Clearing Activities
 - March 16- Geotechnical Work for the Cross Harbour Forcemain and McLoughlin Point Outfall;
- Attended and provided Project information at six community / stakeholder meetings:
 - Jan. 11 - James Bay Neighbourhood Association
 - Jan. 11 - Fairfield Gonzales Community Association
 - Jan. 12 - Esquimalt Public Open House #1
 - Jan. 14 - Esquimalt Public Open House #2
 - Jan. 18 - Department of National Defence Open House
 - March 8 - James Bay Neighborhood Association;
- Responded to public inquiries;
- Communication protocols outlining roles and responsibilities for construction contractors for the construction communications program have been developed;
- The Terms of Reference for the Local Government Technical Engagement Program have been developed;
- Materials developed and notification completed for April 5 and April 12 Community Information Meetings; and
- The website (wastewaterproject.ca) has been updated for the construction period of the Project.

11.2 Planned Activities

The following stakeholder Communication and Engagement activities will be carried out over the coming months:

- Project information phone line to be set up;
- Information to be developed regarding construction activities at Ogden Point and McLoughlin Point for website and public meetings; and
- Community Information Meetings to be held in Victoria on April 5, 2017 and Esquimalt on April 12, 2017.

12. Appendices

Appendix 1- High Level Status Key

Status	Description
	KPI unlikely to be met
	KPI at risk unless correction action is taken
	KPI at risk but corrective action has been identified/is being implemented
	Good progress against KPI

Key Performance Indicators	
Cost	Deliver the Project within the Control Budget (\$765 million).
Schedule	Deliver the Project by December 31, 2020.
Safety	Deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1*.
Regulatory Requirements	Deliver the Project such that the Core Area complies with provincial and federal wastewater regulations.
Environment	Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction.
Stakeholders	Continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders.

* A TRIF of no more than 1 means that there is 1 or less recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work.

Appendix 2 – Core Area Liquid Waste Management Summary Report

CORE AREA LIQUID WASTE MANAGEMENT SUMMARY REPORT
 MONTH ENDING FEBRUARY 28, 2017
 (in \$ millions)

3.798C - Core Area Wastewater Treatment Program	to 2013	2014	2015	2016*	2017	Total*
Program Expenses						
Wastewater Treatment - McLoughlin	9.71	0.43	0.48	(0.15)	-	10.5
Conveyancing	6.90	7.53	3.01	0.02	0.00	17.5
Biosolids/Energy Centre	2.99	1.66	0.01	0.82	-	5.5
Common Costs*	4.96	3.16	0.24	(1.70)	0.04	6.7
Interim Financing	0.04	0.03	0.19	0.23	0.04	0.5
LWMP - Project Board	-	-	-	2.61	1.66	4.3
Total program expenditures	24.60	12.80	3.93	1.83	1.74	44.9

*Fiscal Year 2016 has not been audited.

Appendix 3 – Summary of Project Expenses to February 28, 2017

PROGRAM SUMMARY REPORT
SUMMARY OF PROJECT EXPENSES TO FEBRUARY 28, 2017
(in \$ millions)

	to 2013	2014	2015	2016*	2017	Total *
WASTEWATER TREATMENT PLANT						
Marine Outfall - McLoughlin Pnt - CAWTP	210,592	4,843	-	-	-	215,435
Project Management & Commission	983	-	-	-	-	983
Victoria Harbour Crossing - CAWTP	467,794	5,377	102	-	-	473,273
Wastewater Treatment - McLoughlin Pnt	9,035,692	417,911	476,269	(151,019)	-	9,778,854
Subtotal Wastewater Treatment Plant	9,715,061	428,131	476,371	(151,019)	-	10,468,545
CONVEYANCING - PUMP STATIONS & PIPES						
Arbutus Rd Attenuation Tank	3,740,034	552,160	135,860	-	-	4,428,054
Clover Ogden FM	13,840	15,930	-	-	-	29,771
Clover Pt PS	318,411	86,020	142,857	-	-	547,288
Craigflower PS	2,616,936	6,805,124	2,684,505	15,976	350	12,122,890
Currie FM	4,245	588	-	-	-	4,832
Currie PS	4,245	-	-	-	-	4,245
Macaulay - McLoughlin FM	20,993	588	-	-	-	21,581
Macaulay Pt PS	141,761	50,790	50,000	-	-	242,551
Trent/ECI Twinning	35,487	14,506	-	-	-	49,993
Subtotal Conveyancing - Pump Stations & Pipes	6,895,951	7,525,706	3,013,222	15,976	350	17,451,205
RESOURCE RECOVERY CENTRE						
Project Management & Commission	596	-	-	-	-	596
Resource Recovery Ctr	2,930,973	1,530,025	13,223	816,975	-	5,291,196
Sludge & Concentrate Conveyance	63,463	127,131	-	-	-	190,593
Subtotal Resource Recovery Centre	2,995,032	1,657,155	13,223	816,975	-	5,482,386
COMMON COSTS						
Commission Direct	374,120	144,694	89,199	31,821	-	639,834
Project Management	4,583,480	3,013,700	148,393	(1,726,466)	41,079	6,060,186
Subtotal Common Costs	4,957,600	3,158,394	237,592	(1,694,645)	41,079	6,700,019
INTERIM FINANCING	36,600	29,916	192,834	226,776	40,088	526,214
PROGRAM CONTINGENCY	-	-	-	-	-	-
LWMP - PROJECT BOARD						
Project Oversight (Project Board)	-	-	-	554,661	114,679	669,339
Communications	-	-	-	38,616	124,919	163,535
Feasibility and Costing Analysis	-	-	-	649,203	-	649,203
Business Case review	-	-	-	75,630	-	75,630
Partnerships BC	-	-	-	373,042	649,131	1,022,173
Project Management (Staff and Wages)	-	-	-	193,600	184,036	377,636
Miscellaneous and Legal	-	-	-	725,862	582,957	1,308,819
Subtotal LWMP - Project Board	-	-	-	2,610,613	1,655,723	4,266,336
TOTAL	24,600,244	12,799,303	3,933,242	1,824,676	1,737,240	44,894,705

* Fiscal Year 2016 has not been audited.

*2016 values increased by 285K from Draft version distributed February 8, 2017. Change relates to invoices received after reporting date that relate to services rendered in 2016 and were accrued.

Appendix 4 – Program Summary Report Month End February 28, 2017

PROGRAM SUMMARY REPORT
 MONTH ENDING FEBRUARY 28, 2017
 (in \$ millions)

	<u>Budget</u>	<u>Cost to Date</u>	<u>Commitments Unpaid</u>	<u>Total CTD + CU</u>	<u>Forecast to Complete</u>	<u>Forecast to Completion</u>	<u>Variance</u>	<u>Variance from Last report</u>
WASTEWATER TREATMENT PLANT	384.8	10.5	-	10.5	374.3	384.8	-	-
CONVEYANCING -PUMP STATIONS & PIPES	188.5	17.5	-	17.5	171.1	188.5	-	-
RESOURCE RECOVERY CENTRE	191.6	5.5	-	5.5	186.2	191.6	-	-
COMMON COSTS**	-	6.7	0.1	6.8	(6.8)	-	-	-
INTERIM FINANCING*	-	0.5	-	0.5	(0.5)	-	-	-
PROGRAM CONTINGENCY*	-	-	-	-	-	-	-	-
LWMP - PROJECT BOARD*	-	4.3	1.6	5.9	(5.9)	-	-	-
TOTAL	765.0	44.9	1.7	46.6	718.3	765.0	-	-

* The budget for common costs, interim financing, program contingency and Project Board are allocated directly to the project components.

** Common costs include salaries & benefits, consultants, building rental, supplies.



Making a difference...together

**REPORT TO CORE AREA WASTEWATER TREATMENT PROJECT BOARD
MEETING OF TUESDAY, APRIL 4, 2017**

SUBJECT **Approval of the Project Charter for the Wastewater Treatment Project**

ISSUE

To seek approval of the Project Charter for the Wastewater Treatment Project.

BACKGROUND

On May 25, 2016 the Regional Board of the CRD:

- i) Adopted by resolution the Core Area Wastewater Treatment Project Board Terms of Reference (Project Board Terms of Reference) for the purposes of establishing principles governing the Core Area Wastewater Treatment Project (the Wastewater Treatment Project or the WTP);
- ii) Established the Core Area Wastewater Treatment Project Board (Project Board) under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) for the purposes of administering the Core Area Wastewater Treatment Project; and
- iii) Delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016).

On September 14, 2016 the Regional Board of the CRD:

- i) Received the final report of the Project Board with respect to its recommendation for the CAWTP, dated September 7, 2016 (the Final Report); and
- ii) Approved the business case attached as Appendix 1 (the Business Case) to the Final Report.

The Business Case established the WTP control budget (the Control Budget) of \$765 million.

In accordance with the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016 the Project Board has appointed a Project Director to oversee all aspects of the Project.

The Project Board Terms of Reference include the requirement that the Project Director will lead a Project Team to plan, procure and implement the Project, and that the Project Director will prepare a Project Management Plan to guide the work.

The Project Team is currently developing the Project Management Plan (PMP), and will be seeking the Project Board's approval of it. In developing the Project Management Plan the Project Team determined that it would be useful to prepare a Project Charter that outlines the Project's mission, vision and goals.

DISCUSSION

A Project Charter (attached as Appendix A) has been established to define the parameters and mandate for the Project Team to execute and deliver the Wastewater Treatment Project (WTP).

Core Area Wastewater Treatment Project Board – April 4, 2017
Approval of the Project Charter for the Wastewater Treatment Project

The Project Charter includes the vision and goals from the Project Board Terms of Reference and defines a mission and key performance indicators.

The Project mission is to safely build a proven, environmentally and fiscally responsible wastewater treatment system so that the Core Area complies with federal and provincial wastewater regulations by December 31, 2020.

The realization of the Project's vision, mission and goals will be monitored through the following six key performance indicators.

Key Performance Indicators	
Cost	Deliver the Project within the Control Budget (\$765 million)
Schedule	Deliver the Project by December 31, 2020
Safety	Deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1*.
Regulatory Requirements	Deliver the Project such that the Core Area complies with provincial and federal wastewater regulations
Environment	Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction
Stakeholders	Continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders

The Project Team will report performance against these six key performance indicators to the Project Board on a monthly basis.

The Project Charter also provides a description of roles and responsibilities, and presents a high-level description of the Project budget, schedule, scope, risks, and stakeholders.

BUDGET IMPLICATIONS

The Project Charter defines six key performance indicators, one of which is cost: deliver the Project within the Control Budget (\$765 million). The Project Team will report performance against all six key performance indicators to the Project Board on a monthly basis.

RECOMMENDATION

That the Core Area Wastewater Treatment Project Board approve the following resolution:

RESOLVED that:

1. The Wastewater Treatment Project Charter, in the form included in the Project Board package, be approved.

Core Area Wastewater Treatment Project Board – April 4, 2017
Approval of the Project Charter for the Wastewater Treatment Project

3

2. The Wastewater Treatment Project Charter, in the form included in the Project Board package, be forwarded to the Core Area Liquid Waste Management Committee and Capital Regional District Board for information.



Elizabeth Scott, Deputy Project Director
Wastewater Treatment Project



Dave Clancy, Project Director
Wastewater Treatment Project
Concurrence

Attachments: 1

Appendix A: Project Charter for the Wastewater Treatment Project

ES:dd



**Wastewater
Treatment Project**
Treated for a cleaner future

CRD Wastewater Treatment Project
Project Charter

For Reference: March 30, 2017

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Note: This Project Charter has been developed concurrently with the Project Development Phase Report.

1 Project Background

The Wastewater Treatment Project (the “WTP” or the “Project”) will provide the Capital Regional District’s (“CRD”) Core Area with wastewater treatment that meets both provincial and federal wastewater regulations.

The CRD provides regional services including the regional sewage system which serves a population of approximately 320,000 in the Core Area. The Core Area includes seven municipalities and two First Nations within the CRD with a total land area of approximately 215 km². These communities are the Cities of Victoria, Langford, and Colwood, the Districts of Oak Bay and Saanich, the Township of Esquimalt, the Town of View Royal, and the Songhees and Esquimalt Nations.

Currently all wastewater from the Core Area is conveyed to preliminary treatment facilities where it is screened prior to marine discharge. Preliminary treatment is provided by 6 mm fine screening to remove rocks/solids, plastic, and floatable materials. The removed materials are trucked to, and disposed of, at the Hartland Landfill. No other treatment occurs prior to the wastewater being discharged into the marine environment from one of two outfalls, located at Clover Point and Macaulay Point. The CRD is the last major coastal community in North America discharging untreated sewage into the marine environment.

Provincial Municipal Wastewater Regulations (“MWR”) under the *Environmental Management Act* came into effect in 2012 to, “protect public health and the environment”. The MWR prescribes the minimum standards of municipal wastewater quality for marine water, fresh water, or ground discharge.

Federal Wastewater System Effluent Regulations (“WSER”) under the *Fisheries Act* establish effluent quality performance standards. WSER's objective is to decrease the level of deleterious and harmful substances discharged through wastewater effluent. Facilities discharge effluent quality not equivalent to or better than the secondary treatment performance standards are required to be upgrade. Facilities considered high risk, such as Macaulay Point and Clover Point wastewater systems, must be upgraded by December 31, 2020.

Failure to comply with the WSER and the MWR could result in regulatory enforcement action in the form of prosecution, fines, imprisonment, and other remedial penalties.

In order to meet federal and provincial regulations, on May 25, 2016 the Regional Board of the CRD (the “CRD Board”) established the Wastewater Treatment Project Board (the “Project Board”) under Bylaw 4109 (the “CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016”) for the purposes of administering the Project. The CRD Board adopted by resolution terms of reference (“Terms of Reference”) for the Project Board for the purposes of establishing principles governing the WTP. The Terms of Reference are attached as Schedule “A” to the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016.

On May 25, 2016 the CRD Board also delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the “CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016”).

The CRD asked the Project Board to review the wastewater treatment issues and, by September 2016, recommend to the CRD and senior levels of government a plan to comply with the law and to preserve senior government funding.

The Project Board heard delegations and presentations from the public, industry professionals, and a CRD Director. The Project Board Chair and Vice Chair also met with staff from the CRD and all of the Core Area municipalities, and with Esquimalt and Songhees Nations representatives.

The Project Board reviewed the previous technical work and extensive public commentary and developed a methodology to review and evaluate all options. This methodology included evaluation of a large number of options to identify a short list that best addressed the Project goals.

The Project Board developed detailed cost estimates for the short-listed options, ranked the short list using triple bottom line (economic, social and environmental) criteria, and identified the best option. This option was the basis of the final report of the Project Board with respect to its recommendation for the WTP, dated September 7, 2016 (the "Final Report").

On September 14, 2016 the CRD Board received the Final Report and approved the business case attached as Appendix 1 (the "Business Case") to the Final Report. The Business Case established the WTP control budget (the "Control Budget") of \$765 million.

Following CRD Board approval of the Business Case, the CRD submitted amendment number 11 ("Amendment 11") to the Core Area Liquid Waste Management Plan ("CALWMP") to the British Columbia Ministry of Environment. The CALWMP is a 25-year plan under the Environmental Management Act which outlines the CRD's wastewater management strategies, including wastewater treatment.

On September 30, 2016, the British Columbia Ministry of Environment provided conditional approval of Amendment 11 to the CALWMP, and on November 18, 2016 provided a revised conditional approval that superseded the September 30, 2016 approval. The November 18, 2016 conditional approval clarified: that primary treatment is to be guaranteed for Clover Point catchment flows of up to three times average dry weather flows; and that a definitive plan providing a solution for the beneficial reuse of biosolids that does not incorporate multi-year storage of biosolids within a biocell is to be submitted to the British Columbia Ministry of Environment by June 30, 2019.

As the focus of the WTP is to treat wastewater, the CRD will undertake a separate process, with the participation of municipalities and First Nations, to review its regional waste management policy and develop a definitive plan for the beneficial reuse of biosolids and integrated resource management.

Amendment 11 and the Business Case sets out the delivery scope and associated treatment facility performance requirements for the WTP and expected funding sources.

This Project Charter defines the parameters and mandate for the Project Director and the Project Leadership Team to execute and deliver the WTP.

2 Project Vision and Mission

The Project vision as outlined in the Terms of Reference is as follows:

- Deliver a sewage treatment and resource recovery system that is innovative, achievable and optimizes benefits - economic, social and environmental (including climate change mitigation) - for the long term.
- Approach the Project from the perspective that waste materials should be treated as resources and managed as such, with a long term objective to create a system that supports the principles of Integrated Resource Management (“IRM”).
- Give consideration to, and reflect, public input received with an objective of being responsive to community values and concerns.

The Project mission is to safely build a proven, environmentally and fiscally responsible wastewater treatment system so that the Core Area complies with federal and provincial wastewater regulations by December 31, 2020.

3 Project Goals and Key Performance Indicators (KPIs)

3.1 Goals

The Terms of Reference include the following goals, which were established to support achieving the vision outlined above:

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

3.2 Key Performance Indicators

The realization of the Project vision, mission and goals will be monitored through the KPIs in Table 1.

Table 1- KPIs

Key Performance Indicators	
Cost	Deliver the Project within the Control Budget (\$765 million).
Schedule	Deliver the Project by December 31, 2020.
Safety	Deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1*.
Regulatory Requirements	Deliver the Project such that the Core Area complies with provincial and federal wastewater regulations.
Environment	Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction.
Stakeholders	Continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders.

* A TRIF of no more than 1 means that there is 1 or fewer recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work.

The Project Director will report performance against these KPIs to the Project Board on a monthly basis.

4 Safety

The Project Management Plan will include a Safety Management Plan for the Project. In addition to the Project-level Safety Management Plan, each contractor will be responsible for developing their own site-specific Safety Management Plan.

The Prime Contractor role will be fulfilled by each construction contractor and the Project Leadership Team will validate that each contractor is meeting their safety requirements through a robust audit program.

5 Project Scope

The overall scope of the Project includes three major Project components as follows:

McLoughlin Point Wastewater Treatment Plant

- A 108 megalitre/day wastewater treatment plant (the “WWTP”) at McLoughlin Point in Esquimalt that will treat sewage to a tertiary level consistent with federal wastewater treatment regulations;

- A cross harbour undersea forcemain (the “Victoria Harbour Crossing”) from Ogden Point to the McLoughlin Point treatment plant (approximately 1000 metres in length); and
- A marine outfall (the “McLoughlin Marine Outfall”) for discharging the effluent from the Treatment Plant into the marine environment.

Residuals Treatment Facility (“RTF”)

- The residual solids produced by the WWTP will be processed into Class A biosolids, as defined in British Columbia’s Organic Matter Recycling Regulation, at a RTF located at the Hartland Landfill site;
- The Class A biosolids will be available for beneficial uses.

Conveyance System

- Residual Solids Pipes and Pump Stations: this includes two pipelines along with four pumping stations. The two pipelines will be installed in a common trench where possible and will connect the WWTP to the RTF:
 - A 200mm pipeline approximately 18.5km in length and 4 inline pumping stations will convey the residual solids from the WWTP to the RTF;
 - A 350mm pipeline approximately 11.5km in length will return the resulting centrate liquid from the RTF back to the Marigold pumping station. Flows from the Marigold pumping station will be directed to the WWTP through the existing collection system for treatment and then discharge out the new McLoughlin Point marine outfall.
- Macaulay Point Catchment: the Macaulay Point catchment area conveyance upgrades include three main components:
 - The new Craigflower pump station was constructed to replace an older, smaller lift station to convey the increasing wastewater flows generated by View Royal, Colwood, Langford, Songhees First Nation and Esquimalt First Nation to the Macaulay Point pump station;
 - Macaulay Point pump station will be upgraded (the “Macaulay Point Pump Station Upgrade”) to increase pumping capacity and upgrade the building and headworks to include grit removal and screening of the wastewater flows conveyed to the treatment plant at McLoughlin Point; and
 - A new forcemain (the “Macaulay Point Forcemain”) will be constructed from Macaulay Point pump station to convey all wastewater flows from the Macaulay Point catchment area to the treatment plant at McLoughlin Point
- Clover Point Catchment: the Clover Point catchment area conveyance upgrades include four main components:
 - Clover Point pump station will be upgraded to increase pumping capacity and upgrade the headworks to include grit removal and screening to convey the wastewater flows to the treatment plant at McLoughlin Point;
 - A new forcemain (the “Clover Point Forcemain”) will be constructed from Clover Point pump station to connect into the Victoria Harbour forcemain crossing at Ogden Point to convey all wastewater flows from the Clover Point catchment area to the treatment plant at McLoughlin Point;
 - Currie pump station upgrade (the “Currie Pump Station Upgrade”), pipeline twinning (the “East Coast Interceptor Twinning”) and Trent siphon extension (the “Trent Siphon Extension”) will be completed to increase the conveyance capacity for wastewater flows to Clover Point pump station; and

- The Arbutus attenuation tank (the “Arbutus Attenuation Tank”) will be constructed to attenuate the wastewater flows entering the East Coast Interceptor from the Saanich East / North Oak Bay area to alleviate system overflows downstream.

Please refer to the Project diagram presented in Figure 1.

The following items were included in the Final Report and referenced in the Business Case, however, either by jurisdiction or because of subsequent discussions, they are not within the scope of the Project Charter or the Project Director’s accountabilities:

- a) Advance studies for a wastewater treatment proposal in Colwood: provision for this was included in the Business Case but as a result of subsequent discussions between the CRD and Colwood a \$2 million reserve has been established;
- b) Comprehensive planning and consultation process to develop a waste policy, including management of municipal solid and biosolid waste streams as part of an integrated resource management plan. This process is being led by the CRD as a separate process and will culminate in the submission to the BC Ministry of Environment of a plan for the beneficial reuse of biosolids by June 30, 2019; and
- c) The development of a multi-year plan to improve CRD sewage facilities to mitigate their impacts on host communities.

ITEM 6.2
APPENDIX A

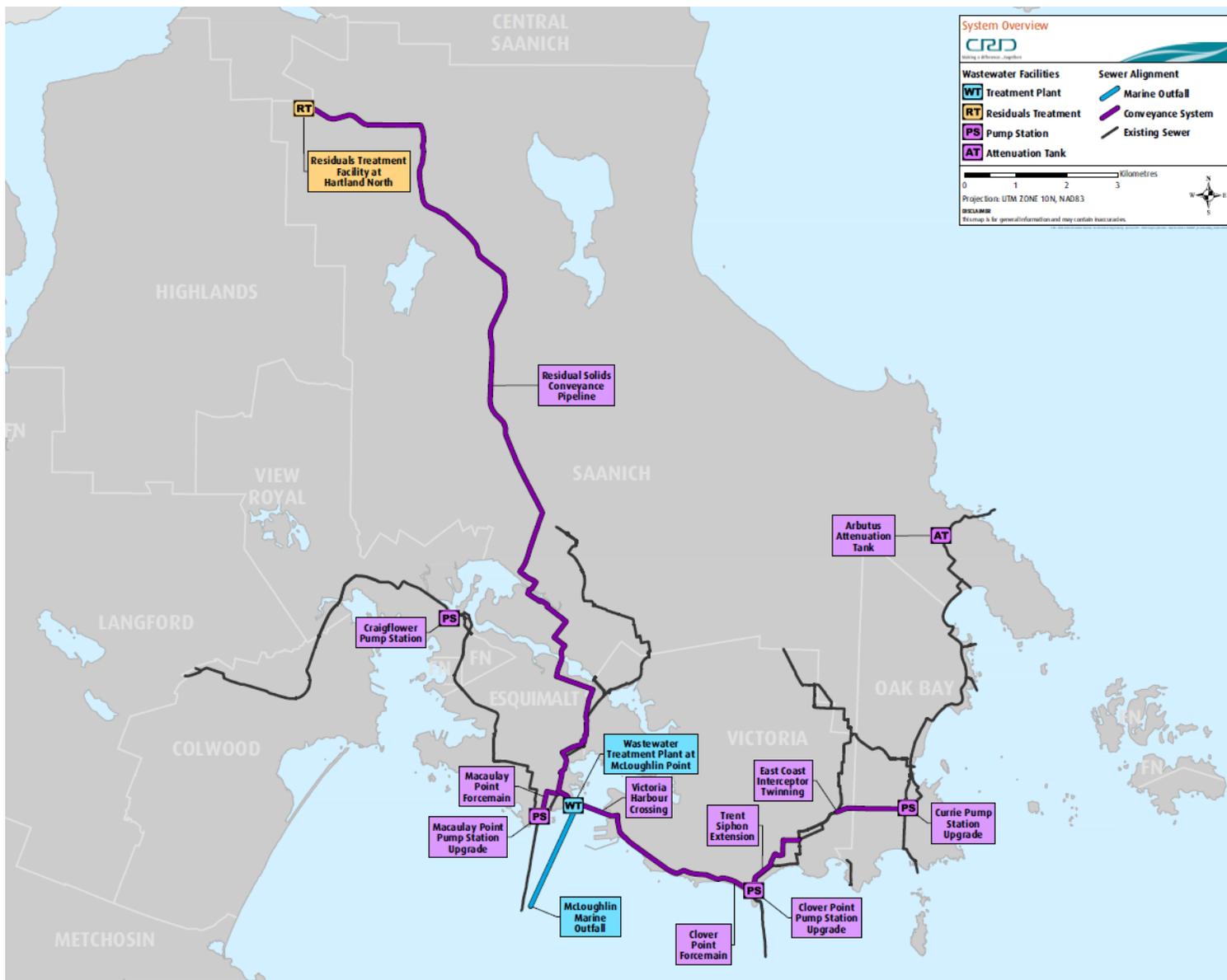


Figure 1- WTP Diagram

6 Project Schedule

The WTP's schedule is being developed to achieve the Project goal of meeting federal regulations for secondary treatment of wastewater by December 31, 2020. A high-level schedule is presented in Appendix 1 and key milestones are summarized in Table 2. The anticipated timing for key permits, rights of way and licences to be obtained by the CRD is presented in section 12.

Table 2- Key Milestones

Key Milestones	Quarter
<i>McLoughlin Point Wastewater Treatment Plant</i>	
Construction Start	Q2 2017
WWTP Substantial Completion	Q4 2020
<i>Residuals Treatment Facility</i>	
Residuals Treatment Facility Construction Start	Q1 2018
Residuals Treatment Facility Construction End	Q3 2020
<i>Conveyance System: Completion of Construction</i>	
Residual Solids Pipes and Pump Stations	Q2 2020
Macaulay Point Pump Station	Q1 2020
Macaulay Point Forcemain	Q1 2020
Clover Point Forcemain	Q2 2019
Clover Point Pump Station	Q1 2020
Currie Pump Station	Q1 2020
Currie Forcemain	Q4 2019
ECI/Trent Twinning	Q1 2020
Arbutus Attenuation Tank	Q4 2020

7 Project Budget

The Business Case established the Control Budget of \$765 million. Table 3 shows the allocation of the Control Budget into the three major Project components as presented in the Business Case.

A top-down estimating approach was used to establish the Control Budget. The Project Leadership Team is currently in the process of reallocating the Control Budget between the three major Project components, based on a bottom-up estimating approach and a series of risk workshops.

Table 3- Control Budget

Project Component	Project Costs (Millions, \$)
McLoughlin Point Wastewater Treatment Plant	\$385
Residuals Treatment Facility	\$188
Conveyance System	\$192
Total Costs	\$765

8 Funding

The CRD has received funding support from senior levels of government for the Project representing approximately 60% of the WTP capital costs. Table 4 contains a summary of all sources of funding. All amounts stated are in millions of dollars.

Table 4- Funding

Sources of Funding	McLoughlin Point Wastewater Treatment Plant	Residuals Treatment Facility	Conveyance System	Total
PPP Canada ⁽¹⁾		\$41		\$41
Building Canada Fund ⁽²⁾	\$120			\$120
Green Initiative Fund ⁽³⁾			\$50	\$50
Provincial Government ⁽⁴⁾	\$124	\$62	\$62	\$248
Total Federal and Provincial Funding	\$244	\$103	\$112	\$459
Capital Regional District ⁽⁵⁾	\$141	\$86	\$80	\$306
Total Funding	\$385	\$189	\$192	\$765

- (1) The PPP Canada contribution will be released in a single payment upon Substantial Completion of the Residuals Treatment Facility.
- (2) The Building Canada Fund contributions will be released upon review and acceptance of progress claims.
- (3) The Green Initiative Fund contributions will be released upon the approval of quarterly and annual progress and performance reports and audits.
- (4) The Provincial Government funding will partly be released in payments upon the McLoughlin Point Wastewater Treatment Plant and Residuals Treatment Facility reaching Substantial Completion, and partly upon commissioning.
- (5) The contribution from the CRD will be the remaining balance of costs that will not be funded by the aforementioned federal and provincial governments' contributions. If the Project cost exceeds the Control Budget of \$765 million, the CRD will be required to fund the difference.

9 Key Project Risks and Constraints

An appropriate level of contingency has been included in the Control Budget to allow the Project risks to be managed. The key WTP Project risks and mitigation strategies are listed in table 5.

Risk workshops have been held to identify the Project risks and develop risk registers. These risk registers will be used to inform the reallocation of contingencies included in the Control Budget, and will be used to manage the risks over the implementation of the project.

Table 5- Key Project Risks

Key Risk	Mitigation
Project schedule	Project contracts will include terms that require the contractor's to mitigate schedule delays and allow for CRD acceleration.
Contamination greater than expected (or other unanticipated adverse site conditions arise)	Allowances have been allocated in the Control Budget to address risk.
Third party services (e.g. electricity supply) and support services unavailable or inadequate	Planned early engagement and expediting of BC Hydro and other third-party service providers to identify requirements and manage service delivery needs.
Permitting risk	Early and ongoing engagement with permitting authorities. Appropriate allocation of permitting responsibilities between the CRD and the relevant contractor.
Adverse site geotechnical conditions	Risk largely transferred to the WWTP contractor. Allowances have been allocated in the RTF and Conveyance System budgets to address this risk.
Conveyance System impacted due to unanticipated utility conflicts	Early development of a utility interface management plan and associated procedures to address unanticipated utility conflicts expeditiously.

Key Risk	Mitigation
System integration between the WWTP, RTF and Conveyance System components of the Project	Physical interfaces clearly delineated in interfacing work contracts. Early development of an integration management plan and associated procedures to address system function integration risks. Development of a commissioning plan and requirement for interfacing contractors to co-ordinate their works in accordance with that plan.
Procurement costs are greater than expected	All major contracts will be competitively-procured.

In order to meet the federal regulations for treatment of the Core Area’s wastewater by December 31, 2020, the Project schedule is ambitious. While the Project schedule is achievable there is no float. The successful execution of the Project is dependent on multiple parties and governance bodies and their co-operation will be critical to meeting the Project schedule, and therefore maintaining the Project’s budget.

10 Governance

The diagram depicted in Figure 2 shows the high level Project governance structure. The primary responsibilities of the entities identified in the governance structure are outlined below.

CRD BOARD

The CRD Board established the Project Board through the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016, and delegated certain of its powers, duties and functions to the Project Board under the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016. Notwithstanding the delegation of authority from the CRD Board to the Project Board, approval from the CRD Board is required for any alteration to the scope, schedule or budget of the Project that would result in the Project not meeting provincial and federal regulations governing the Project, exceeding approved funding for the Project or increasing costs to taxpayers from those stated in the original Business Case.

The CRD Board has also established the CRD Core Area Liquid Waste Management Committee (“CALWMC”) to oversee and make recommendations to the Board regarding the CALWMP and certain aspects of the Project.



Figure 2- WTP Governance Structure

PROJECT BOARD

The Project Board's Terms of Reference are as follows:

- Be responsible for overall planning, Project management, site acquisition, expenditures, and liquid waste management planning for the purposes of the Project.
- Select a Project Director to oversee all aspects of the Project.
- Provide direction and guidance to the Project Director on Project matters, including the development of a decision making framework, business priorities, strategies and resource approval, and appropriate Project controls and reporting procedures.
- Manage the development of a comprehensive Business Case for submission to the federal and provincial governments to confirm funding to proceed to Project implementation.
- Appoint or confirm advisors including fairness advisor and conflict of interest adjudicator.
- Oversee Project scope, schedule and budget as the Project progresses through planning, procurement and implementation phases, with particular attention to risk identification and risk management.
- Work with the Project Director to resolve material issues that may arise over the course of the Project.
- Oversee Project communications, information and consultation activities.

PROJECT DIRECTOR (PD)

The Project Director is responsible for leading a Project team to plan, procure, and implement the WTP. The PD is accountable to the Project Board and accountable for delivering the WTP within the Control Budget of \$765 million, and meeting federal regulations for treatment of the Core Area's wastewater by December 31, 2020. This includes successfully delivering the WTP's McLoughlin Point Wastewater Treatment Plant, Residuals Treatment Facility and Conveyance System components of the Project.

10.1 Project Leadership Team

The Project Leadership Team plays a central role in Project planning, execution, communication, and stakeholder management. The leadership team reports directly to the PD and as part of their overall Project execution and delivery responsibilities has the following duties:

- Project execution and delivery;
- Stakeholder relations, communication management and reporting;
- Providing services including: scope, schedule, and cost management; scope and execution strategy design, review and implementation; critical problems; change management process; and risk management;
- Monitoring engineering and construction activities; and
- Overseeing the Project contractors' safety and environmental performance.

As illustrated in Figure 3, the Project Leadership Team is made up of nine roles. The Project Leadership Team will be supported by a Project team with the functions outlined in Appendix 2.



Figure 3- Project Leadership Team

10.2 Project Leadership Team Roles and Responsibilities

The roles and responsibilities of each individual working on the Project are intended to be clear and detailed to ensure a good understanding of what is required from each individual. Descriptions of the Project Leadership Team's primary responsibilities are shown below.

DEPUTY PROJECT DIRECTOR (DPD)

The Deputy Project Director is directly accountable for managing activities related to finance, legal support, properties, and administration of the Project. The Deputy Project Director also supports all functions of the Project Director's role.

SAFETY MANAGER

The Safety Manager is responsible for ensuring that the Project exercises its duty of care in providing a safe and secure work site, and is responsible for ensuring that work is completed safely.

PROJECT CONTROLS MANAGER

The Project Controls Manager is responsible for contributing to the successful execution of each of the three components of the WTP, and is responsible for managing and coordinating activities related to project controls, including: document control, cost control, schedule, trending and risk and reporting in accordance with the Project Charter, Project Management Plan and any applicable subordinate Management Plans.

ENGINEERING MANAGER

The Engineering Manager is responsible for supporting the Project Director in all technical and engineering matters in order to deliver a quality Project on time and within budget that meets the Project objectives.

CONSTRUCTION MANAGER

The Construction Manager is responsible for ensuring that work is completed to the specified scope and quality and managing the various processes in the planning and execution of construction activities.

STAKEHOLDER ENGAGEMENT MANAGER

The Stakeholder Engagement Manager is responsible for overseeing the communications and engagement for all aspects of the Project. The Stakeholder Engagement Manager is accountable for ensuring that the communication obligations within the project-related licences and agreements are met, and oversees and integrates the Contractors' communications activities in accordance with the appropriate contract.

PROJECT MANAGER – WASTEWATER TREATMENT PLANT

The WWTP Project Manager is directly responsible for ensuring the WWTP is completed on time and on budget and is integrated with the Residual Solids Treatment Facility and Conveyance System.

PROJECT MANAGER – CONVEYANCE SYSTEM

The Project Manager for the Conveyance System will be accountable for the successful delivery of the Conveyance System component of the Project including managing and coordinating activities related to project management, cost, schedule, and scope, amongst others. The Conveyance System Project Manager is directly responsible for ensuring the Conveyance System is integrated with the existing Core Area conveyance network, the WWTP, and the Residuals Treatment Facility.

PROJECT MANAGER - RESIDUALS TREATMENT FACILITY

The Residuals Treatment Facility Project Manager is directly responsible for ensuring that the Residual Solids Treatment Facility is completed on time and on budget and is integrated with the Wastewater Treatment Plant and Conveyance System.

10.3 Other Associated Roles

The following CRD positions will work closely with the Project Leadership Team: the CRD's Chief Administrative Officer, Chief Financial Officer, General Manager of Integrated Water Services, General Manager of Parks and Environmental Services and Manager of Aboriginal initiatives.

10.4 Delegation of Authority to the Project Director and Project Leadership Team

The Project Leadership Team has delegated authority in accordance with Bylaw 2864 (the "CRD Delegation Bylaw No. 1, 2001"). CRD Delegation Bylaw No. 1, 2001 delegates to the CRD's officers and employees the authority to acquire and purchase goods and services on behalf of

the CRD, subject to the CRD's purchasing policies and procedures, and signing authority limitations.

11 Project Delivery Strategy

Given the risk profile, overall scale, and diverse scope, the WTP will be delivered through a number of contracts with a variety of contracting strategies, as summarized in Table 6.

Table 6- WTP Contracting Strategies

Project Component	Contract	Contracting Strategy
McLoughlin Point WWTP	McLoughlin Point Wastewater Treatment Plant	DBF
Residuals Treatment Facility	Residuals Treatment Facility	DBFOM
Conveyance System*	Residual Solids Pipelines and Pump Stations	DBB
	Macaulay Point Pump Station and Macaulay Point Forcemain	DB
	Clover Point Forcemain	DBB
	Clover Point Pump Station	DB
	Currie Forcemain and ECI Trent Twinning	DBB
	Currie Pump Station	DBB
	Arbutus Attenuation Tank	DBB

* Note that the Project Development Phase Report outlined nine Conveyance System contracts; these have subsequently been consolidated into seven contracts in order to reduce the integration risk.

12 First Nations

The south island, in which the Core Area is located, spans the traditional territory of 14 First Nations.

The majority of the activities that make up the Project will be undertaken in Lkwungen Territory, known today as Esquimalt Nation and Songhees Nation. In addition, Esquimalt and Songhees are participants (by way of service agreements) in the existing Core Area wastewater system. As part of the Project and in recognition of the Crown's obligation to consult with the Esquimalt and Songhees Nations and the contribution of the Nations, including to the planning of the wastewater system, the CRD has entered into support agreements with the Esquimalt and Songhees Nations. These agreements provide, amongst other things, for an Esquimalt Nation liaison position and a Songhees Nation liaison position for the four year term of the Project. The liaisons will assist the CRD and the Project contractors to ensure that the Esquimalt and Songhees Nations continue to be informed and engaged during the Project and will provide support and guidance to the CRD and members of the Project team with respect to cultural protocols between the CRD and the

Nations, including protocols that may apply in the event of the discovery of ancestral remains during construction.

There are five First Nations with populated Reserve communities proximate to the Core Area, but who are not part of the core area wastewater system: Scia'new (Beecher Bay); SṪÁUTW (Tsawout); WSIKEM (Tseycum); WJOLELP (Tsartlip); and BOKÉĆEN (Pauquachin). It is anticipated that these Nations will have an interest in the project and will be engaged in aspects of the Project's archaeological permitting process.

There are an additional seven Nations and one Treaty association identified in the Provincial Consultative Areas Database for the Core Area: MÁLEXEŁ (Malahat); Stz'uminus; Halalt; Penelakut Tribe; Lyackson; Lake Cowichan; Cowichan Tribes; and the Treaty Association of Te'Mexw. It is anticipated that these Nations and Treat association will have an interest in receiving ongoing updates about the Project as it relates to the beneficial outcomes for the marine and terrestrial environment.

13 Permits

Many permits, rights of way, licenses, and approvals are required to deliver the Project. Contractors will be responsible for obtaining the majority of the approvals required to construct the Project and to ensure that their construction plans align with regulatory requirements.

Since the completion of the Project Development Phase Report the status of Permits on WTP has advanced.

Permanent works permits required to support the Project include those outlined in Table 7.

Table 7- Permits

Permit / Licence	Anticipated Date
McLoughlin Point WWTP	
Rezoning within the Township of Esquimalt	Obtained
Township of Esquimalt Development Permit	Obtained
Department of National Defence Licence (facility siting, works access & laydown, including for Macaulay Point)	Obtained
Ministry of Environment Draft Operational Permit	Q3 2017
Ministry of Environment Operational Permit	Q3 2018
McLoughlin Point Harbour Crossing	
Greater Victoria Harbour Authority Licence (works access)	Obtained
Transport Canada Licence (works access)	Q2 2017
Transport Canada Facility Alteration Permit	Q2 2017
Transport Canada lease	TBD
McLoughlin Point Outfall	
Transport Canada Facility Alteration Permit	Q2 2017
Transport Canada Licence (works access)	Q2 2017
Transport Canada Lease	TBD
Macaulay Point Pump Station Upgrade	
Township of Esquimalt Development Permit	Q2 2017
Clover Forcemain	
City of Victoria Licence (works access)	Obtained
Clover Point Pump Station	
Rezoning within the City of Victoria	Obtained
City of Victoria Licence (facility siting)	Obtained
ECI/Trent Twinning	
City of Victoria Licence (works access)	Q1 2019
Arbutus Attenuation Tank	
Vancouver Island Health Authority Licence (works laydown)	Q2 2019
Residual Solids Pipelines and Pump Stations	
Municipal Development Permits for pump stations	Q1 2018
Ministry of Transportation and Infrastructure permits (works access)	Q1 2018
Ministry of Transportation and Infrastructure Licence if works are not constructed in Road Rights of Way	
Residuals Treatment Facility	
District of Saanich Development Permit	Q1 2018

14 Engagement and Communications

The Wastewater Treatment Project will maintain an ongoing two-way engagement and communications program with stakeholders, communities and the public to provide timely project information and respond to public inquiries.

There are many stakeholders with an interest in the Project, including those in Table 8.

Table 8 - External Stakeholders

First Nations	Government			Community
	Provincial	Federal	Municipal	
<ul style="list-style-type: none"> ▪ Refer to Section 11 	<ul style="list-style-type: none"> ▪ Ministry of Community Sport and Culture Development ▪ Ministry of Environment 	<ul style="list-style-type: none"> ▪ Canada Department of National Defence ▪ Department of Fisheries and Oceans ▪ Ministry of Transport, Infrastructure and Communities ▪ PPP Canada ▪ Transport Canada 	<ul style="list-style-type: none"> ▪ Colwood ▪ Esquimalt ▪ Langford ▪ Oak Bay ▪ Saanich ▪ Victoria ▪ View Royal 	<ul style="list-style-type: none"> ▪ CRD residents ▪ Educational institutions ▪ Environmental groups ▪ General public ▪ Local and regional authorities, businesses and business associations ▪ Local community and neighborhood groups and associations ▪ Local industry ▪ Media

The engagement and communications program will include:

- **Communications Planning**, which involves developing plans and strategies in support of the Project, including integrating the community relations and construction communications functions listed below;
- **Community Relations**, which involves building relationships with the public and stakeholders, keeping them informed through ongoing, two-way communications regarding the Project, and responding to inquiries in an effective and timely manner;
- **Public Engagement**, which involves gathering and receiving public input on certain aspects of the project, including as defined in the City of Victoria's licence agreements.
- **Media Relations**, which involves providing the media with progress reports and updates on the Project and the work, and responding to issues raised by the media; and
- **Construction Communications**, which involves developing a traffic management plan and a process to keep the public and stakeholders advised on a timely basis about matters relating to construction progress, schedules and impacts.

A variety of materials and methods will support the communications and engagement program, including a public inquiry program, Project website, social media, construction notifications, community and stakeholder meetings, and door-to-door notifications.

15 Key Reference Documents

Documents relevant to the delivery of the Project include those listed in Table 9.

Table 9- Key Reference Documents

Document
CRD bylaws, including: <ul style="list-style-type: none"> • Bylaw 4109 (the CRD Core Area Wastewater Treatment Project Board Bylaw No. 1, 2016) • Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016). • Bylaw 2864 (the CRD Delegation Bylaw No.1)
Project Board reports, including: <ul style="list-style-type: none"> • Final report of the Project Board with respect to its recommendation for the WTP, dated September 7, 2016 (the Final Report). • Business case attached as Appendix 1 (the Business Case) to the Final Report.
Project Development Phase Report
Project Management Plan
Amendment 11 to the CALWMP
Letter of Conditional Approval of Amendment 11 to the CALWMP from the Minister of Environment Letter of Revised Conditional Approval of Amendment 11 to the CALWMP from the Minister of Environment
Solid Waste Management Plan
Songhees Nation Support Letter and Agreement
Esquimalt Nation Support Letter and Agreement
Township of Esquimalt Amenity Agreements: <ul style="list-style-type: none"> • Esquimalt Amenity Reserve Fund Administration Agreement • Esquimalt Community Impact Mitigation Operating Agreement • Esquimalt Host Community Impact 5-Year Agreement
Building Canada Fund Agreement
Green Infrastructure Fund Agreement
P3 Conditional Financial Agreement
City of Victoria Licences of Occupation: <ul style="list-style-type: none"> • Dallas Roads Works

<ul style="list-style-type: none">• Clover Point Pump Station
Greater Victoria Harbour Authority Agreements: <ul style="list-style-type: none">• Right to Enter Agreement• Compensation Agreement
Department of National Defence Agreement

16 Glossary

CALWMC: Core Area Liquid Waste Management Committee

CALWMP: Core Area Liquid Waste Management Plan

CRD: Capital Regional District

DB: Design-Build

DBB: Design-Bid-Build

DBF: Design-Build-Finance

DBFOM: Design-Build-Finance-Operate-Maintain

DPD: Deputy Project Director

IRM: Integrated Resource Management

KPI: Key Performance Indicator

MWR: Municipal Wastewater Regulations

PD: Project Director

RTF: Residuals Treatment Facility

TRIF: Total Recordable Incident Frequency

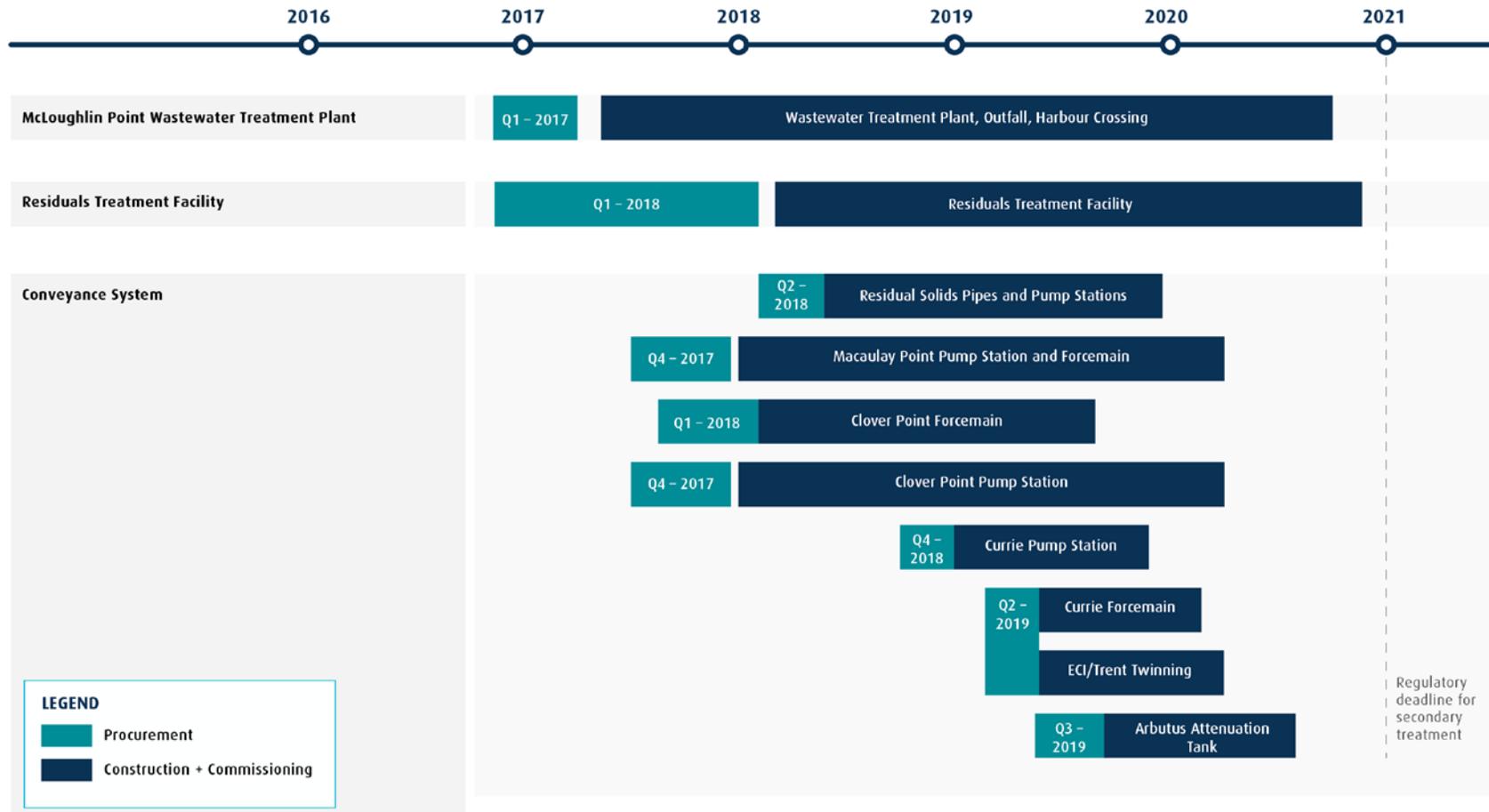
WSER: Wastewater System Effluent Regulations

WTP: Wastewater Treatment Project

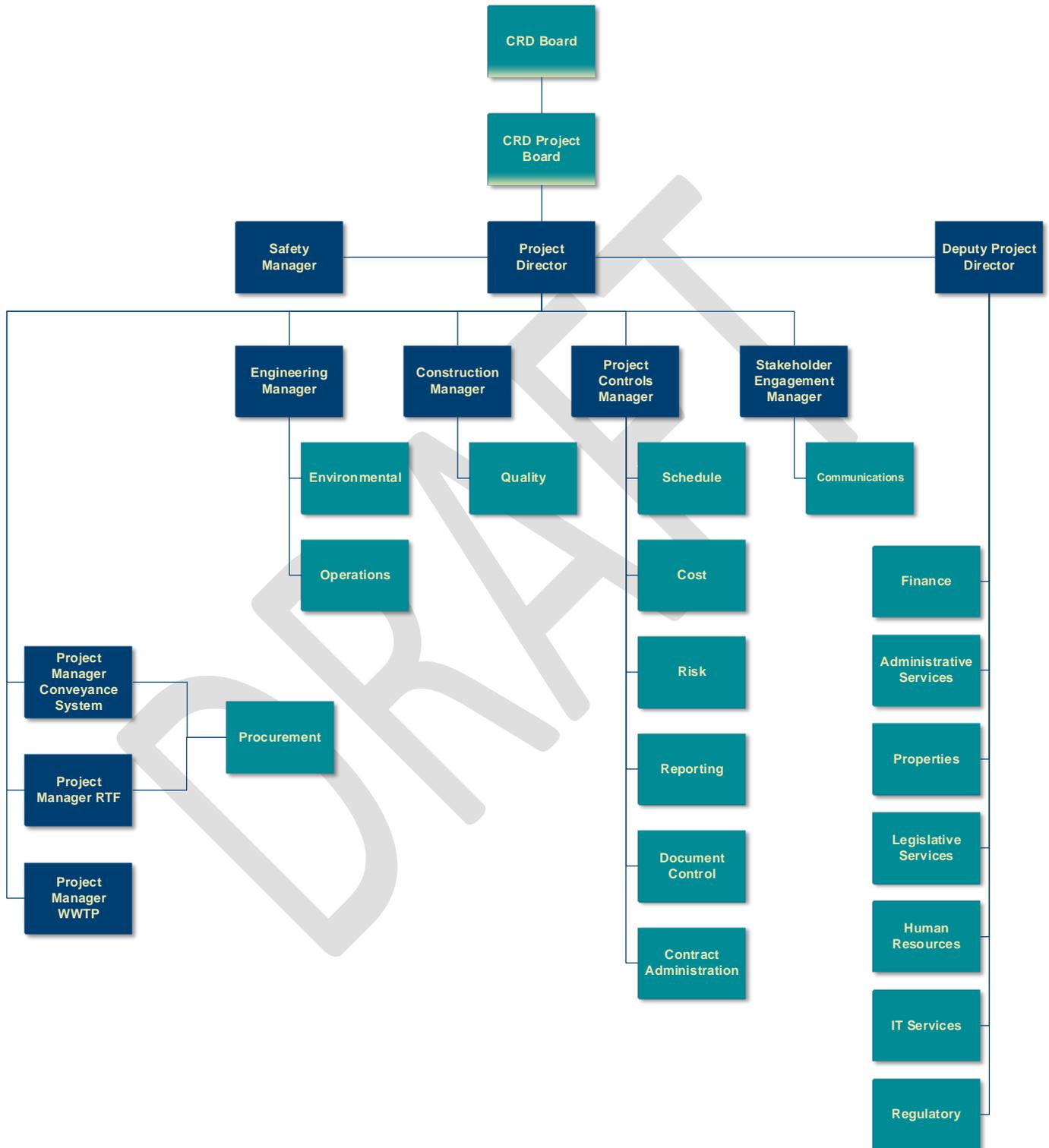
WWTP: McLoughlin Point Wastewater Treatment Plant

Appendix 1- High Level Project Schedule

Wastewater Treatment Project Schedule



Appendix 2- Organization Structure





Making a difference...together

**REPORT TO CORE AREA WASTEWATER TREATMENT PROJECT BOARD
MEETING OF TUESDAY, APRIL 4, 2017**

SUBJECT **Approval of the Communications and Engagement Plan**

ISSUE

To seek approval of the Communications and Engagement Plan for the Wastewater Treatment Project.

BACKGROUND

On May 25, 2016 the Regional Board of the CRD:

- i) Adopted by resolution the Core Area Wastewater Treatment Project Board Terms of Reference (Project Board Terms of Reference) for the purposes of establishing principles governing the Core Area Wastewater Treatment Project (the Wastewater Treatment Project or the WTP);
- ii) Established the Core Area Wastewater Treatment Project Board (Project Board) under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) for the purposes of administering the Core Area Wastewater Treatment Project; and
- iii) Delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016).

On September 14, 2016 the Regional Board of the CRD:

- i) Received the final report of the Project Board with respect to its recommendation for the CAWTP, dated September 7, 2016 (the Final Report); and
- ii) Approved the business case attached as Appendix 1 (the Business Case) to the Final Report.

The Business Case established the CAWTP control budget (the Control Budget) of \$765 million. On January 10, 2017 the Project Board approved a PMO Budget of \$75.8 million, which is within the \$765 million Control Budget.

In accordance with the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016 the Project Board has appointed a Project Director to oversee all aspects of the Project.

The Project Board Terms of Reference include the requirement that the Project Director will lead a Project Team to plan, procure and implement the Project, and that the Project Director will prepare a Project Management Plan to guide the work.

The Project Team is currently developing the Project Management Plan (PMP), and will be seeking the Project Board's approval of it. The Project Management Plan will be supported by topic-specific plans, one of which is a Communications and Engagement Plan.

DISCUSSION

The Project Team has prepared a Communications and Engagement Plan (attached as Appendix A).

The purpose of the Communications and Engagement Plan is to:

- Define the Wastewater Treatment Project's communications and engagement goals;
- Describe the communications and engagement activities during the construction period; and
- Describe the roles and responsibilities of the Wastewater Treatment Project's Communications and Engagement Team, which includes CRD staff, consultants and representatives from the contractors for each component of the Project.

The Communications and Engagement Plan was developed to address the current stage of the Project, which is the start of construction. It will be reviewed regularly to determine any updates required to reflect subsequent phases of construction and related communications and engagement activities.

The Project Board Terms of Reference mandate that Project Board approval is required for the establishment and implementation of a communications and consultation plan and any significant deviations from the communications/consultation plan. The Project Team is therefore seeking the Project Board's approval of the Communications and Engagement Plan, attached as appendix A, and will seek Project Board approval of the updates that will be required to keep the Communications and Engagement Plan current as the Project progresses.

BUDGET IMPLICATIONS

The estimated cost of implementing the attached Communications and Engagement Plan is within the approved PMO Budget.

RECOMMENDATION

That the Core Area Wastewater Treatment Project Board approve the following resolution:

RESOLVED that:

1. The Communications and Engagement Plan for the Wastewater Treatment Project, in the form included in the Project Board package, be approved.
2. The Communications and Engagement Plan for the Wastewater Treatment Project, in the form included in the Project Board package, be forwarded to the Core Area Liquid Waste Management Committee and Capital Regional District Board for information.



Elizabeth Scott, Deputy Project Director
Wastewater Treatment Project



Dave Clancy, Project Director
Wastewater Treatment Project
Concurrence

Appendix A: Communications and Engagement Plan for the Wastewater Treatment Project

ES:dd



**Wastewater
Treatment Project**

Treated for a cleaner future

CRD Wastewater Treatment Project

Communications and Engagement Plan

Version 1.0

Updated: March 30, 2017

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1. Purpose of the Communications and Engagement Plan

The purpose of the Communications and Engagement Plan is to:

- Define the Wastewater Treatment Project's communications and engagement goals;
- Describe the communications and engagement activities during the construction period; and
- Describe the roles and responsibilities of the Wastewater Treatment Project's Communications and Engagement Team, which includes CRD staff, consultants and representatives from the contractors for each component of the project.

The Communications and Engagement Plan has been developed to address the current stage of the project, which is the start of construction. It will be reviewed regularly to determine any updates required to reflect subsequent phases of construction and related communications and engagement.

2. Situational Analysis

In response to provincial and federal requirements to implement secondary sewage treatment in the Capital Regional District (CRD) Core Area by the end of 2020, the CRD Board of Directors established an independent Project Board with delegated authority to undertake all aspects of business case planning, site acquisition, project management and expenditures for the Wastewater Treatment Project.

On May 25, 2016 the Regional Board of the CRD:

- i) Adopted by resolution the Project Board Terms of Reference for the purposes of establishing principles governing the Core Area Wastewater Treatment Project (CAWTP);
- ii) Established the Core Area Wastewater Treatment Project Board (Project Board) for the purposes of administering the Core Area Wastewater Treatment Project; and
- iii) Delegated certain of its powers, duties and functions to the Project Board.

On September 14, 2016 the Regional Board of the CRD:

- i) Received the final report of the Project Board with respect to its recommendation for the CAWTP; and
- ii) Approved the business case attached to the final report.

The Business Case established the CAWTP control budget of \$765 million.

More generally, efforts to develop a new wastewater treatment program in the Core Area over the past 10 years have received significant public attention, with debate over the need for sewage treatment as well as possible alternatives. The Project Board reviewed the previous technical work and extensive public commentary and developed a methodology to review and evaluate all options. The Project Board developed a plan to provide a cost-effective way forward that considered the views expressed by CRD residents.

The goals of the Wastewater Treatment Project, as defined by the CRD Board in the CAWTPB Terms of Reference, are to:

- Meet federal requirements for secondary treatment by 2020
- Minimize costs to residents and businesses
- Optimize opportunities for resource recovery
- Minimize greenhouse gas emissions

- Add value to communities and enhance livability of neighbourhoods

The Wastewater Treatment Project has three main elements:

i. McLoughlin Point Wastewater Treatment Plant

The McLoughlin Point Wastewater Treatment Plant will provide tertiary treatment to the core area's wastewater, includes a pipeline from Ogden Point to McLoughlin Point and a new marine outfall for treated water into the Juan de Fuca Strait.

ii. Conveyance System

The conveyance system refers to the "pumps and pipes" of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the McLoughlin Point Wastewater Treatment Plant. It will also send residual solids from the wastewater treatment plant to the Residuals Treatment Facility.

iii. Residuals Treatment Facility

Residual solids from the McLoughlin Point Wastewater Treatment Plant will be piped to a Residuals Treatment Facility at Hartland Landfill, where they will be turned into what are known as "Class A" biosolids. These biosolids are a high quality by-product treated such that it is safe for further use.

The Wastewater Treatment Project will be constructed through nine separate contracts. Construction of these elements will be staged to the end of 2020. Generally, the first phase of construction includes the McLoughlin Point Wastewater Treatment Plant with construction beginning at McLoughlin Point and Ogden Point in the spring of 2017. The second phase will commence in early 2018 with construction of some of the conveyance components and the Residuals Treatment Facility. The third phase will commence in early 2019 with the construction of the remainder of the conveyance system.

3. Communications and Engagement Strategy

The Wastewater Treatment Project has recently made an important transition from the planning phase, which has been underway for many years, to the construction phase. The key focus of the communications and engagement activities will be to keep residents and stakeholders informed of project plans, progress and construction information, and to receive and respond to questions and concerns raised by the community.

4. Communications and Engagement Objectives

- 1. Continue to build and maintain positive relationships** with First Nations, local governments, communities and other stakeholders.
- 2. Communicate the Wastewater Treatment Project's plans, progress, impacts and benefits to community members to ensure they are fully informed about the project, and seek to understand their interests and concerns.** Ensure information is easily accessible and distributed through a variety of methods.
- 3. Develop and manage an inquiry response program.** Manage and track the e-mail and phone inquiries to continue to provide accurate responses to questions from the public and stakeholders.

4. **Ensure integrated communications regarding the three components of the project and the CRD's related planning and operations** (for example the ongoing operation of the region's wastewater system and the Integrated Resource Management Plan).
5. **Update the media** on traffic and construction information and key project milestones. Technical briefings will be provided to the media to provide updated information about project progress.
6. **Meet communications obligations within each of the four funding agreements, the Esquimalt agreements, the City of Victoria licences and communications obligations in any other project-related licences/agreements.**

5. Communications and Engagement Team and Roles

The Wastewater Treatment Project Communications and Engagement Team is part of the larger Project Team, and is made up of CRD employees and consultants engaged for the project. The Communications and Engagement Team will work closely with the contractors building the various components of the project. The Communications and Engagement Team will manage the following:

- **Communications Planning**, which involves developing plans and strategies in support of the Project, including integrating the functions listed below.
- **Community Relations**, which involves building relationships with the public and stakeholders and keeping them informed through ongoing, two-way communications regarding project information and developments, including traffic and construction schedules and updates. Community relations includes attending public and stakeholder meetings and responding to enquiries from the public, developing public communications materials, providing Project updates and problem-solving on issues as they arise.
- **Public Engagement**, which involves gathering and receiving public input on certain aspects of the project, including as defined in the City of Victoria's licence agreements.
- **Construction Communications**, which involves keeping the public and stakeholders advised on a timely basis about matters relating to construction impacts, for example traffic, parking, noise and odour.

The CRD's Senior Manager, Corporate Communications will manage:

- **Media Relations**, which involves providing the media with progress reports and updates on the project and the work, and responding to issues raised by the media.

Role	Communications and Engagement Responsibility
Stakeholder Engagement Manager	<p>The Stakeholder Engagement Manager reports to the Wastewater Treatment Project Director, and provides communications and engagement expertise and planning in accordance with the overall Project goals. The Stakeholder Engagement Manager consults and advises the Project Director and members of the Project Team on communications and engagement strategies in conjunction with the members of the Communications and Engagement Team. The Manager oversees the communications and engagement needs of all aspects of the Project (excluding media relations) including:</p> <ul style="list-style-type: none"> • Communications Planning • Community Relations • Public Engagement support • Construction Communications <p>The Stakeholder Engagement Manager ensures the communications obligations within the funding agreements, Esquimalt agreements, and other project-related licences / agreements are met, and oversees and integrates the Contractors' communications activities in accordance with the appropriate contract.</p>
Community Relations Manager Communications Coordinator	<p>The Community Relations Manager and Communications Coordinator are responsible for facilitating and managing ongoing communications and engagement activities with stakeholders. These roles report to the Stakeholder Engagement Manager. Specifically, the Community Relations Manager and Communications Coordinator:</p> <ul style="list-style-type: none"> • Manage the public inquiry response program • Develop communications and engagement materials including: communications and engagement plans, public notifications, public meeting materials, Q&A documents, website, ad copy and project signs • Oversee the development and dissemination of construction and traffic notification (to be undertaken by the relevant contractor) • Proactively meet with community members regarding specific issues • Set up, develop materials and attend public and community meetings • Liaise with the public at community / public meetings • Ensure the Project Team is mindful of community interests and concerns, to inform construction plans • Track the communications obligations within the funding agreements, Esquimalt agreements, and other project-related licences / agreements
CRD Senior Manager, Corporate Communications	<p>Any media inquiry related to the project will be directed to the CRD's Senior Manager, Corporate Communications. The Senior Manager will manage the media response, supported by the Communications and Engagement Team and if required, the relevant contractor.</p>
Project Spokesperson	<p>The Deputy Project Director will be the project spokesperson. The CRD's Senior Manager, Corporate Communications will be the spokesperson when the Deputy Project Director is not available.</p> <p>Contractors with large contracts will also provide a spokesperson on an as-needed basis.</p>

Role	Communications and Engagement Responsibility
Harbour Resource Partners Communications Manager	<p>The McLoughlin Point Wastewater Treatment Plant Contractor is responsible for managing construction communications, which includes keeping the public and stakeholders advised on a timely basis about matters relating construction, including traffic, parking, noise, and odour. The Contractor’s communications obligations are outlined in Schedule 11 of the Project Agreement. In summary, the Contractor’s Communications Manager will attend regular meetings with the Communications and Engagement Team during the construction period, and will be responsible for:</p> <ul style="list-style-type: none"> • Generating content about construction activities for public notifications and public meetings • Responding to inquiries related to their work, and providing an inquiry response log to the communications and engagement team • Attending community meetings • Going door-to-door to provide information to local residents and businesses as required to ensure comprehensive notification of construction activities • Attending local government meetings, including council meetings and liaison committees <p>The Wastewater Treatment Project’s Communications and Engagement Team will oversee the McLoughlin Point Wastewater Treatment Plant Contractor’s construction communications program.</p>
Contractors with large contracts: Communications Manager	<p>Contractors with large contracts will be responsible for managing construction communications (similar to the McLoughlin Point Wastewater Treatment Plant Treatment contract), which includes keeping the public and stakeholders advised on a timely basis about matters relating construction, for example traffic, parking, noise, and odour. The Contractor’s communications obligations will be outlined in each respective Project Agreement. In summary, the Contractor’s Communications Manager will attend regular meetings with the communications and engagement team during the construction period, and will be responsible for:</p> <ul style="list-style-type: none"> • Generating content about construction activities for public notifications and public meetings • Responding to inquiries related to their work, and providing an inquiry response log to the Communications and Engagement Team • Attending community meetings • Going door-to-door to provide information to local residents and businesses as required to ensure comprehensive notification of construction activities • Attending local government meetings, including council meetings and liaison committees <p>The Wastewater Treatment Project’s Communications and Engagement Team will oversee the construction communications program for these contractors.</p>
Contractors with small contracts: Project Liaison	<p>Contractors with small contracts will be responsible for providing a Project Liaison, who regularly updates the Communications and Engagement Team of upcoming construction activities. The Communications and Engagement Team will develop and distribute construction notifications, and work with the Project Liaison to respond to inquiries.</p>

6. Audiences and Stakeholders

The Wastewater Treatment Project will maintain an ongoing communications and engagement program with the following through the methods outlined in Section 10:

1. The Songhees and Esquimalt Nations
2. CRD municipal governments: elected officials and staff
 - Primary: Victoria, Esquimalt, Saanich
 - Secondary: Oak Bay, View Royal, Colwood, Langford
3. Federal and provincial elected officials and staff
 - Local MLAs and MPs
4. Capital Regional District residents, community groups and neighbourhood associations generally, but particularly those affected by construction
5. Local and regional business and transportation associations
6. Schools and universities
7. Environmental groups

A more detailed list of stakeholders can be found in Appendix A.

7. Media Relations

Media relations will address local, regional and provincial media to build awareness of project plans, progress and construction information. The Communications and Engagement Team will work with the CRD's Senior Manager, Corporate Communications to brief journalists to ensure the media and public are informed about key project milestones, and to provide information for timely media responses.

8. First Nations and Local Government Engagement

8.1 First Nations

The CRD Core Area spans the traditional territory of the Lekwungen peoples, known today as Esquimalt Nation and Songhees Nation. As part of the project and in recognition of the Crown's obligation to consult with the Esquimalt and Songhees Nations and the contribution of the Nations, including to the planning of the wastewater system, the CRD has entered into Support Agreements with the Esquimalt and Songhees Nations. Each nation will have a liaison position to assist with meetings and communications relating to the Project during the construction period. The Wastewater Treatment Project will continue to engage with these nations through project construction.

8.2 Local Government Elected Officials (CRD and Municipal)

The Wastewater Treatment Project provides monthly reports to the elected officials who sit on the Core Area Liquid Waste Management Committee. This is a standing committee established by the CRD Board and oversees and makes recommendations to the Board regarding the Core Area Liquid

Waste Management Plan and certain aspects of the Core Area Wastewater Treatment Program (CAWTP).

The committee has met monthly and may decide to meet quarterly going forward. Its mandate is to oversee and make recommendations to the Board regarding:

- Administration and regulatory reporting for the Core Area Liquid Waste Management Plan
- Core area trunk sewers and sewage disposal systems
- Opportunities for resource recovery

The Project Board provides monthly progress reports to the CRD Board. The Communications Coordinator will consider whether events that occur between the monthly progress reports are of significance that a summary to the CRD's Chief Administrative Officer (CAO) is warranted. If such an event occurs the Communications Coordinator will send a draft summary of the event to the Deputy Project Director, who will review and send the summary to the CAO, with a copy to the Project Board. The CAO can then determine whether to distribute the summary to the CRD Board and/or staff.

Finally, the Project Team will also present regularly at council meetings of the three primary core area municipalities most directly affected by project construction (1-2 times per year as required, depending on the community and the stage of the project).

8.3 Local Government Technical Engagement: Staff Working Groups

Complementing the ongoing engagement with elected officials, local government technical engagement will be established with the three primary core area municipalities most directly affected by construction: Victoria, Esquimalt, and Saanich. The Technical Engagement Program in each municipality will ensure there is regular contact with the Wastewater Treatment Project Team and key municipal staff. It will provide a forum to ensure accurate technical information is available to municipal staff as project planning and construction proceeds, and to ensure technical issues are raised, discussed and addressed and, where possible, to coordinate municipal works with project construction.

The technical engagement process will be managed by the project team. The Wastewater Treatment Project will provide information to local government staff, and will receive input and feedback from staff. In some cases, the project team will seek specific input about technical issues to further project design and development, or to inform construction. The Communications and Engagement Team will provide a template for notes to be taken at each meeting, so technical engagement can be formally documented.

Terms of Reference will be developed for each committee, and are expected to include:

- Local government staff participants – these are likely to include a senior engineer, senior planner, and other staff recommended by each municipality
- The Project Team will appoint a representative for each municipality and contractor representatives will also attend meetings where appropriate
- Meeting frequency is to be determined but will be a minimum of quarterly during construction, with the option for either party to request monthly

9. Public and Stakeholder Engagement

The project’s communications and engagement program will facilitate ongoing two-way community and stakeholder communications to ensure the public and stakeholders are well-informed; respond to inquiries; and ensure project managers are mindful of community interests and concerns. The Communications and Engagement Team will communicate with stakeholders, community groups, businesses and the public regarding project schedules, progress, developments and construction information.

Community engagement will support the key milestones or construction phases of the project. The Communications and Engagement Team, in consultation with the project management team, will set a reasonable schedule of meetings and open houses to appropriately advise the community while managing project resources. To that end, it is anticipated that there will be groupings of meetings to support key project milestones. In the coming months, the key focus will be communications and engagement regarding the start of construction at Ogden Point and McLoughlin Point. Upcoming engagement includes:

Date	Construction Phase / Milestone	Community
Spring/Summer 2017	McLoughlin Point Wastewater Treatment Plant <ul style="list-style-type: none"> Ogden Point construction communications McLoughlin Point construction communications 	James Bay Esquimalt
Fall 2017	Public realm improvements for Clover Point and James Bay <ul style="list-style-type: none"> Support the City of Victoria in their engagement process 	James Bay Fairfield Gonzales
Fall 2017	Potential construction mitigation measures along Dallas Road and Niagara Street <ul style="list-style-type: none"> Lead engagement process 	James Bay Fairfield Gonzales
Early 2018	Clover Point Forcemain <ul style="list-style-type: none"> Construction communications 	James Bay Fairfield Gonzales
Early 2018	Residuals Treatment Facility <ul style="list-style-type: none"> Construction communications 	Saanich

Communications and engagement strategies will reflect the fact that each of the key municipalities affected by the project, notably Victoria, Esquimalt and Saanich, have community engagement practices and protocols that are slightly different.

The following outlines the communications and engagement approach in each community. Please refer to Section 10 of this plan for a detailed description of communications and engagement activities. This plan will be updated regularly to describe engagement to support the future phases of work as the project develops.

9.1 Esquimalt Liaison Committee for Construction and Operations

In accordance with the Esquimalt Amenity Agreement, and because of the location of the McLoughlin Point Wastewater Treatment Plant, a liaison committee will be set up for Esquimalt to provide a forum for the discussion of issues related to the construction and operation of the Wastewater Treatment Plant. The committee will include representatives from the Township of Esquimalt, West Bay Neighbourhood Association, Lyall Street Neighbourhood Association, Department of National Defence, CRD and the McLoughlin Point Wastewater Treatment Plant contractor. Members shall elect a chair and vice chair. Terms of Reference will be developed for this committee and will include information about the chair, roles of meeting participants, potential topics, and meeting frequency during the construction and operation periods.

9.2 City of Victoria Neighbourhood/Community Associations

There are three neighbourhoods that are in close proximity to construction in Victoria. The Project Team will meet with these associations – the James Bay Neighbourhood Association, Fairfield Gonzales Community Association and Victoria West Community Association – to develop a process for communications and engagement. We anticipate engagement with these neighbourhood associations regarding construction mitigation measures and in support of the City of Victoria’s engagement regarding public realm improvements.

9.3 Saanich / Electoral District A / Willis Point

The Project Team is currently establishing a process for communications and engagement regarding construction of the Residuals Treatment Facility at Hartland Landfill in Saanich.

10. Communications and Community Engagement Activities

To ensure there are multiple opportunities to provide information and facilitate two-way communications with the public and stakeholders, there will be a variety of materials and methods to support the project’s communications and engagement. These are summarized below:

10.1 Materials

Materials	Description	Distribution
Website	<ul style="list-style-type: none"> Provides a central point for information material regarding the project. The Wastewater Treatment Project website will include all construction notifications, project information, a Q&A feature (updated regularly) that reflects a summary of inquiries and responses that are coming to the project, web cams, and an e-mail sign-up so people can receive project updates. 	<ul style="list-style-type: none"> Online

Materials	Description	Distribution
	<ul style="list-style-type: none"> The website links to the section of the CRD project website that contains the Project Board’s formal meeting materials and minutes. 	
Website – Plans, Reports and Agreements section	<ul style="list-style-type: none"> Post key project documents, reports and agreements to the project website. In some cases, information that is commercially sensitive will be redacted. 	<ul style="list-style-type: none"> Online
Inquiry Response Program	<ul style="list-style-type: none"> Inquiry response program to track, record and address questions or concerns from the public. Involves an email address (wastewater@crd.bc.ca) checked daily and project information telephone line. A review process has been established so that responses include the appropriate level of technical information and are reviewed for consistency and accuracy. 	<ul style="list-style-type: none"> Phone Email
Project Updates	<ul style="list-style-type: none"> Provide overall project updates on new or revised information regarding the project Produced on a regular basis, and at key project milestones, to provide information about the project Includes pictures, maps and other visuals Quarterly for the first year, as needed in subsequent years 	<ul style="list-style-type: none"> Online Emailed to stakeholders Hard copy distribution as appropriate
Construction Notification	<ul style="list-style-type: none"> Produced quickly and regularly by the contractor to describe ongoing construction, schedules and impacts (traffic, noise, etc) 	<ul style="list-style-type: none"> Online Emailed to stakeholders Hard copy distribution as needed
Information Sheets	<ul style="list-style-type: none"> Provide information on specific aspects of the project or topics related to the Wastewater Treatment Project (e.g. Noise, or Odour) 	<ul style="list-style-type: none"> Online Emailed to stakeholders Hard copy distribution as needed
Display Boards	<ul style="list-style-type: none"> Provides detailed and up-to-date information on the project as needed Include pictures, maps and other visuals 	<ul style="list-style-type: none"> Open houses Community meetings Online
Notification/ Advertising	<ul style="list-style-type: none"> Information about project and construction updates 	<ul style="list-style-type: none"> Local newspapers Online
Videos/ Animations	<ul style="list-style-type: none"> Video/animations to be produced to provide a project overview or explain aspects of the project 	<ul style="list-style-type: none"> Online Community meetings

Materials	Description	Distribution
Social Media	<ul style="list-style-type: none"> Information about project and construction updates 	<ul style="list-style-type: none"> Twitter / Facebook Managed by CRD communications
Project Signage	<ul style="list-style-type: none"> Project information signs that include funding partner recognition 	<ul style="list-style-type: none"> Key project locations

10.2 Engagement Methods and Scheduling

The following methods will be used to engage with key audiences. Meeting scheduling will be informed by upcoming project announcements and construction activities.

Methods	Description
Public Information Meetings	<ul style="list-style-type: none"> Held by the Wastewater Treatment Project Team, public meetings with residents and stakeholders will provide project information at key milestones; for example, community information meetings about the start of construction in each area.
Stakeholder Meetings	<ul style="list-style-type: none"> Attending meetings with individual stakeholder groups to provide information regarding the project and to answer questions and hear feedback or concerns; for example, a school Parent Advisory Committee, or the Greater Victoria Harbour Authority.
Community / Neighbourhood Information Meetings	<ul style="list-style-type: none"> Attending meetings with community or neighbourhood associations, in particular those associations in close proximity to construction, to provide information regarding the project and to answer questions and hear feedback or concerns.
Door-to-door Visits	<ul style="list-style-type: none"> Visits to local residents and businesses to provide information about upcoming construction.
Project Events	<ul style="list-style-type: none"> Held in conjunction with funding partners, these events will highlight key project milestones.

11. Issues Management

As the project develops, local issues will arise. These will require management through actions such as the production of information sheets on a specific topic, to ensure consistent information is distributed, briefing notes to inform people within the Project about the issue, or corrections to media coverage. A separate Incident Communications Plan is under development.



Making a difference...together

**REPORT TO CORE AREA WASTEWATER TREATMENT PROJECT BOARD
MEETING OF MONDAY, APRIL 4 2017**

SUBJECT **Government Funding Agreements Reporting Requirements**

ISSUE

To update the Core Area Wastewater Treatment Project Board (the "Project Board") on the Core Area Wastewater Treatment Project's (the "Project") reporting requirements under the various government funding agreements.

BACKGROUND

On May 25, 2016, the Regional Board of the Capital Regional District (CRD):

- i) Adopted by resolution, the Project Board's Terms of Reference to establish principles governing the Core Area Wastewater Treatment Project;
- ii) Established the Project Board under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) to administer the Core Area Wastewater Treatment Project; and
- iii) Delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016).

On September 14, 2016, the CRD Regional Board:

- i) Received the final report of the Project Board regarding its recommendation for the Project, dated September 7, 2016 (the "Final Report"); and
- ii) Approved the business case attached as Appendix 1 to the Final Report the ("Business Case").

The Business Case established the scope of the Project and the Project control budget of \$765 million (the "Control Budget"). The sources of funding for the Control Budget include funding from PPP Canada, the Building Canada Fund, the Green Initiative Fund, and the Province of British Columbia (collectively the "Funding Partners").

DISCUSSION

The Project Board has finalized all funding agreements with PPP Canada, Infrastructure Canada (for the Building Canada Fund and the Green Initiative Fund), and the Province of British Columbia (collectively the "Funding Agreements").

The Funding Agreements require the Project to submit reports to the relevant funding partner with specific content as prescribed under the applicable agreement. The required reports are outlined in Appendix A.

The Project must meet its obligations, including its reporting commitments, under the Funding Agreements to secure the associated funds.

Core Area Wastewater Treatment Project Board – April 4, 2017
Government Funding Agreements Reporting Requirements

BUDGET IMPLICATIONS

The Funding Agreements provide for \$459 million of funding for the Control Budget. The CRD will be required to cover the remaining balance of costs.

RECOMMENDATION

That the Core Area Wastewater Treatment Project Board approve the following resolution:

RESOLVED that:

The report, Government Funding Agreements Reporting Requirements, be received for information.



Elizabeth Scott, Deputy Project Director
Wastewater Treatment Project



Dave Clancy, Project Director
Wastewater Treatment Project
Concurrence

SS:dd

Attachments: 1

Appendix A: Funding Partners Required Reports

FUNDING PARTNERS REQUIRED REPORTS

The Funding Agreements require the Project to submit reports to the relevant funding partners with specific content as prescribed under the applicable agreement. The required reports and their frequency are outlined below.

Funding Partner	Required Report	Required Content	Commitment Source
Infrastructure Canada	1. Bi-Annual Report (Agreement requires a report at least once every six months)	Each progress report will include the information required under the Green Infrastructure Fund Agreement (related to the conveyance works).	Part of the Project's commitments under the Green Infrastructure Fund Agreement under which the Project is required to submit progress reports at a timing and frequency determined by Infrastructure Canada, but not less than twice a year.
Infrastructure Canada	2. Quarterly Report (Agreement requires a report at least once every quarter)	Each progress report will include the information required under the Building Canada Agreement (related to the McLoughlin works).	Part of the Project's commitments under the Building Canada Agreement which requires the Project to submit progress reports to Infrastructure Canada at a timing and frequency determined by Infrastructure Canada, but not less than four times a year.
Infrastructure Canada	3. Annual Report	Submit audited annual financial statements to Canada	Part of the Project's commitments under the Green Infrastructure Fund and Building Canada Agreements.
PPP Canada	4. Annual Report	Make available to the public a public project report prepared in accordance with the standard practice for public-private partnerships in British Columbia and which also describes the information listed in the Agreement.	Part of the Project's commitments under the PPP Canada Inc. Funding Agreement.

Funding Partner	Required Report	Required Content	Commitment Source
Province of British Columbia	5. Quarterly Progress Reports (within 30 days of the end of each quarter (March 31, September 30 and December 31)) 6. Annual Progress Report (delivered by June 30) 7. Project Audit Report, where requested. 8. Substantial Completion Report for the Wastewater Treatment Project 9. Substantial Completion Report for the Residuals Treatment Facility 10. Commissioning Report	Content is dictated in the Provincial Funding Agreement.	Part of the Project's commitments under the Provincial Funding Agreement.

Appendix A – Stakeholder List (listed in alphabetic order)

An overview of key stakeholders is below. A complete list will be kept and regularly updated at the project office.

- Anglers Associations
- BC Transit
- Chambers of Commerce / Business Associations
- Core area municipalities:
 - First Nations:
 - Esquimalt Nation
 - Songhees Nation
 - City of Colwood
 - City of Langford
 - City of Victoria
 - District of Oak Bay
 - District of Saanich
 - Town of View Royal
 - Township of Esquimalt
- Community, Resident and Neighbourhood Associations
- Department of National Defence (DND)
- Environmental Associations
- Federal Government
 - Department of Fisheries and Oceans
 - Infrastructure Canada
 - Members of Parliament (MP's)
 - PPP Canada
 - Transport Canada
- Greater Victoria Harbour Authority
- Harbour Master
- Island Health
- Members of the Public and Residents in the CRD
- Post-Secondary Institutions
- Provincial Government
 - Members of Legislative Assembly (MLAs)
 - Ministry of Community, Sport and Cultural Development
 - Ministry of Environment
 - Ministry of Transportation and Infrastructure
- Recreation Associations
- School Districts: 61 (Greater Victoria); 62 (Sooke); 63 (Saanich)
- School Parent Advisory Committees
- Sporting Associations
- Tourism Associations

From: cawtpb
To: ["zelda.s@vnfc.ca"](mailto:zelda.s@vnfc.ca)
Cc: [Sue Hallatt](#)
Subject: RE: Contact Us - Submission
Date: Friday, March 24, 2017 1:30:00 PM

Dear Ms. Sun,

Thank you for reaching out. The CRD is not directly undertaking construction activities but will be selecting contractors through competitive selection processes to construct the various components of the project. The first of these contracts was recently awarded to Harbour Resource Partners (HRP) who will be building the McLoughlin Point Wastewater Treatment Plant. We will pass your information to HRP and in the future to other project contractors as they are selected and encourage them to contact you with respect to any hiring opportunities.

Two First Nations liaison positions, representing Songhees and Esquimalt Nations, will be in place in the coming months, and they will be supporting the CRD to work with the contracted companies to hire indigenous workers. We will ensure your email and contact information are passed along to the team members overseeing this important initiative.

By way of this email, I have copied Sue Hallatt, in the CRD's First Nations Relations Office who is also supporting this work and will be your contact in the future. Thank you again for taking the time to reach out to the Core Area Wastewater Treatment Project Board.

Sincerely,

Jane Bird

From: zelda.s@vnfc.ca [mailto:zelda.s@vnfc.ca]
Sent: Tuesday, March 14, 2017 3:09 PM
To: cawtpb <cawtpb@crd.bc.ca>
Subject: Contact Us - Submission

The following message was received through the form at '<https://www.crd.bc.ca/contact-us?r=wwproject-board>'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

Your Name:
Zelda Sun

Your Email Address:
zelda.s@vnfc.ca

Message:
Dear Madam or Sir,

I work for the Victoria Native Friendship Centre in the Career, Education, Employment, Resource (CEER) department. I recently received news that the CRD was planning to break ground on the new wastewater treatment project in April and would like to hire some indigenous people to work on this project. We have lots of people here who would love to work with you on this project! Please contact us with any information you have about employment opportunities for this project: zelda.s@vnfc.ca, 250-686-4349.

Submitted at: 3/14/2017 3:09:28 PM

Submitted via: <https://www.crd.bc.ca/contact-us?r=wwproject-board>

User Agent: Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/51.0.2704.79 Safari/537.36 Edge/14.14393

User Host Address: 96.50.10.39

From: [Justine Semmens](#)
To: [cawtpb](#)
Subject: CRD sewage plant construction update
Date: Tuesday, March 07, 2017 12:08:37 PM

Dear Ms. Bird,

I sent Jeremy Loveday and Kimbler Stratford from the City of Victoria a message earlier this morning, which I realize I ought to have cc'd to you as well. This morning it came to my attention that the CRD plans to make use of Rock Bay as a laydown for construction materials for the building of the McLoughlin Point plant. I realize that this may have be the missing piece of information that the CRD was unable to share with me three weeks ago when I became concerned that Vic West might serve as a conduit for the transportation of construction material to the McLoughlin site. Now that Rock Bay has been announced publicly as a laydown site, I wonder whether the CRD might be able to comment on which routes (either land or water) construction traffic may take and what the perceived impacts of these routes might be on the community.

I have reached out to the rest of my executive, as well as the VWCA chairs of land use, harbour, and communications in hopes of developing our official response to this information, scant as it may continue to be. Construction is slated to begin in April, so we really ought to be party to information and to have a chance to understand how the CRD plans to mitigate any impacts that this project may have on the community.

This matter is causing a great deal of concern for our community.

Regards,

Justine Semmens

Justine Semmens
President
Victoria West Community Association
president@victoriawest.ca

521 Craigflower Road

Victoria BC V9A 6Z5

[\(250\) 590-8922](tel:(250)590-8922)

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From: [Justine Semmens](#)
To: [cawtpb](#)
Subject: Re: Contact Us - Submission
Date: Saturday, March 11, 2017 4:54:11 PM

Dear Ms. Bird,

Thank you for providing this update. I appreciate the CRD's interest in coordinating with school pick up drop offs and local sporting events. We look forward to the beginning of the formal engagement process. It is my understanding that the Rock Bay site will assume its role as a laydown site as early as next month. This does not seem to leave much time for fruitful consultation.

I understand that you and the rest of your board are alive to the concerns of residents in impacted communities. In the spirit of this sensitivity and commitment to engagement, I have a number of questions which I would appreciate having addressed by the project board or its delegate. In the interim, I hope that you can estimate when this thorough engagement process will begin.

Many thanks for your continued assistance. My questions follow below.

Justine Semmens
President, VWCA

-
1. What are some of the routes under consideration for transit of material through Vic West?
 2. The Bay street corridor in Vic West (between Tyee/Skinner and Wilson streets in particular) is already a traffic pinch point. How will construction traffic effect congestion and how will congestion be mitigated?
 3. Bay street between Douglas and the Gorge is heavily congested. How will the CoV and CRD mitigate further disruption on timely ingress and egress by private vehicle, bus, or bicycle via Bay Street?
 5. I imagine material will be barged to the Rock Bay site. This will place added pressure on all forms of traffic crossing the Johnson Street Bridge. How will disruptions be managed?
 6. How will congestion in the rest of the community be mitigated? Traffic is already problematic on the connector and arterial roads in Vic West as commuters transit through the neighbourhood?
 7. Pedestrians already face challenges navigating these arterial roads and connectors. Will the city place more safe crossing zones such as crosswalks, traffic circles, speed bumps, and stop signs at intersections connecting these roads?
 8. Any route that is chosen will likely pass through primarily residential and commercial zoning. What will the impacts of this traffic be on users and residents of these zoning areas in terms of noise and air pollution caused by large diesel trucks and other heavy vehicles? How will these be mitigated?
 9. What are the foreseeable economic disruptions that construction traffic might cause for residential and commercial real estate developments currently under way in Vic West? What are the foreseeable economic disruptions to existing residential and commercial development? How will these be mitigated?
 9. Approximately how many trips per day, in total, will these vehicles make to and from the Rock Bay and McLoughlin sites?
 10. What times of day will these trips take place?
 11. When will Rock Bay begin its function as a laydown site and when will Vic West begin seeing construction traffic traveling through the community? How long (in months) will Vic West host this traffic?

12. When will engagement begin? What form will it take? VWCA employs a place making model of engagement. How will the proposed engagement plan honour this model? Will citizens have a chance to provide feedback that will then be meaningfully incorporated into traffic management plans?

13. Why has even cursory information not previously been forthcoming, even when requests for such have been directly indicated by myself and Councillor Loveday, our neighbourhood liaison? How can the residents of Vic West be convinced that meaningful engagement will be valued by the project board?

14. Finally, what amenities is the CRD willing to offer Vic West in exchange for and in mitigation of the significant disruptions to daily traffic, quiet enjoyment, and other uses that heavy vehicle construction traffic will cause to the residents and business operators of Vic West?

Many thanks for your time and detailed attention to these matters.

Justine Semmens
President
Victoria West Community Association
president@victoriawest.ca

521 Craigflower Road

Victoria BC V9A 6Z5

[\(250\) 590-8922](tel:(250)590-8922)

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Live in Vic West and not a VWCA member? Join [here](#) for free!

On 7 March 2017 at 11:55, cawtpb <cawtpb@crd.bc.ca> wrote:

Dear Ms. Semmens,

Thank you for your letter asking for clarification regarding traffic management plans for communities that may be impacted by construction of the Wastewater Treatment Project. You referenced a radio interview Mayor Helps gave on CFAX and a document she consulted at that time.

Mayor Helps may have been referring to the Draft Wastewater Treatment Plant Traffic Management Plan which was provided to the Township of Esquimalt at their request. This was a very draft plan and was developed to start the conversation around what a successful traffic management plan might look like and what considerations should be taken into account. It is by no means final and is subject to a great deal more input by impacted municipalities and stakeholder groups. It was included as part of the agenda package for the Rezoning Public Hearing which took place on February 20th. You can find a link to the agenda package here:

<https://esquimalt.ca.legistar.com/LegislationDetail.aspx?ID=7668&GUID=19EDBF0C-1948-4F30-B2BC-15B322875A3F&Options=&Search>

The Project Team is working closely with staff at the City of Victoria and the Township of Esquimalt to ensure that our traffic management plans are informed by staff with the best understanding of the local road networks and are coordinated with other development plans in the municipalities. The Project Team is also reaching out to stakeholders to gather additional information regarding key traffic patterns and volumes that must be considered in our plan. For example, we will be engaging school PACs to understand concerns regarding school pickup and drop-off times as well as high volume school events such as sports days and competitions. We will also reach out to local sports and recreation associations to anticipate and plan around planned events such as cycling or running competitions.

As this plan is developed we will provide you and the Victoria West Community Association with more information and an opportunity to discuss the traffic plan with you.

Best regards

Jane Bird

From: Justine Semmens [mailto:president@victoriawest.ca]

Sent: Sunday, February 19, 2017 11:35 AM

To: cawtpb <cawtpb@crd.bc.ca>; jloveday@victoria.ca

Subject: Re: Contact Us - Submission

Thank you Jane, for your response to my inquiry. I have taken some time to get back to you as I have wanted to have a while to think about my response. I have cc'd Jeremy Loveday, our council liaison, at his request.

I understand that Vic West has been identified as a stakeholder in this process and I can certainly appreciate that routes and truck transit figures are still in the process of finalization. As I mentioned in my original communications, the Mayor of Victoria spoke on CFAX radio two weeks ago about the possibility of a trucking route between Bay Street and Head Street. This route would have to cut through our community. As far as I can understand, any route that does not make use of barges to transport resources for construction would likely have to transect our community, regardless of which main arteries are selected. I remain aware that routes have not been finalized. I also remain aware that Lisa Helps consulted a memo or similar document when she spoke on the radio. She has admitted that she did not have a chance to consult the memo in depth prior to commenting on it during her radio interview. I can certainly understand and appreciate this, as well.

As a chief representative of a community that your team has identified as a stakeholder, and in the interest of transparency, I would like to request the receipt a copy of the document that Lisa Helps consulted during her radio interview. When I asked her for more information, she directed me to you. As President of my community association it is vital that I am able to convey important information like this to my board. It seems devastatingly inappropriate that I have only been able to receive a very incomplete snippet of information from the radio, rather than also having access to this information through more appropriate channels of communication.

At the very least, I would like to pose some more questions and would be very grateful if you or a delegate could furnish specific responses: You made reference to several potential routes. What are they? Why was Head Street deemed more appropriate than Lampson Street, as the mayor stated on the radio? She alluded to concerns about trucks passing through residential zoning. The mayor also made reference to the use of Bay Street. How does the project board predict this will impact Vic West? If trucks pass through Vic West, they will cause traffic, noise, and emission disruptions to residential and commercial sectors of the neighbourhood. THE project board must also have an estimate as to the length of time these routes will be in use. What is that estimate? Has the project board considered how these disruptions will be mitigated?

It is time for our board to begin discussing these matters as soon as possible. I imagine many, if not all of these questions could be answered by providing access to the document the mayor consulted on the radio. Regardless, she is confident that you will be able to help me.

I thank you very sincerely for responding to these specific questions soon, so that I can bring them to my board for information. Our next meeting in February 28. I hope that I have some useful information from you by then.

With best wishes,

Justine

Justine Semmens
President
Victoria West Community Association
president@victoriawest.ca

521 Craigflower Road

Victoria BC V9A 6Z5

[\(250\) 590-8922](tel:(250)590-8922)

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On 10 February 2017 at 13:22, cawtpb <cawtpb@crd.bc.ca> wrote:

Dear Ms. Semmens,

Thank you for your email and concerns expressed about the transportation routes for the Wastewater Treatment Project. We currently have a series of options for truck traffic, each involving multiple routes. At the moment, the plans are in a preliminary draft phase for discussion with engineering staff both in the City of Victoria and the Township of Esquimalt. As soon as land-use decisions have been finalised, which we expect will be at the end of February, and we have conducted our preliminary discussions with engineering staff, we will be in a better position to advance the plans to inform communities.

We have the Victoria West Community Association on our stakeholder list and are looking forward to providing future updates on the Project.

Best regards,

- Jane Bird

From: president@victoriawest.ca [mailto:president@victoriawest.ca]

Sent: Thursday, February 09, 2017 1:58 PM

To: cawtpb <cawtpb@crd.bc.ca>

Subject: Contact Us - Submission

The following message was received through the form at '<https://www.crd.bc.ca/contact-us?r=wwproject-board>'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

Your Name:

Justine Semmens

Your Email Address:

president@victoriawest.ca

Message:

It has come to my attention that requirements that construction materials for the installation of the sewage plant located on McLoughlin Point in Esquimalt be barged have been dropped. Material will be trucked instead.

I've learned, not through a neighborhood update from the city or the CRD, but through a radio interview with the mayor of Victoria, that the route will include Bay Street and Head Street. No mention was made, on the radio of the route through Vic West, which is primarily residential. When I contacted the mayor for more information, she forwarded my questions to Jane Bird, who has neither acknowledged or addressed my concerns as Chair of my local Community Association. She may feel unobliged, or otherwise be unavailable. Nevertheless this is a time sensitive matter. I feel obligated to inform my board and membership of this route and the impacts it will have on our community. I feel this will need to happen at our month end meeting on February 28, and I will need some time to incorporate the information I receive into a report for that meeting.

To these ends, I would be very grateful for a response to the following questions:

1. Explicitly, what route will truck traffic take?
2. How many trucks/trips per day and for how long does the CRD estimate will travel along this route?
3. What mitigations/ precautions will the CRD make/take with respect to impacts on local residents and businesses. I am especially concerned about increased traffic, noise, and air pollution. Vic West is already experiencing increased commuter traffic volume as commuters cut through our neighborhood traveling between downtown and the Western Communities. Bay Street is an especially troublesome choke point.

I thank you in advance for your time and attention and look forward to a timely reply.

Yours sincerely,

Justine Semmens

President

Victoria West Community Association

Submitted at: 2/9/2017 1:57:45 PM

Submitted via: <https://www.crd.bc.ca/contact-us?r=wwproject-board>

User Agent: Mozilla/5.0 (Windows NT 10.0; WOW64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/56.0.2924.87 Safari/537.36

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From: [Justine Semmens](#)
To: jane@janebird.ca; mayor@victoria.ca; [cawtpb](#)
Subject: Sewage traffic in Vic West
Date: Thursday, March 16, 2017 4:10:41 PM
Attachments: [VWCA.CAWTPB.March16.SewageTraffic.docx](#)

Dear Ms. Bird,

Following our last executive meeting, I was tasked with drafting a letter to send, on behalf of the board of the VWCA, to City and CRD representatives, relaying some of the concerns that we have regarding potential impacts that sewage plant construction traffic may have on the neighbourhood and the engagement process, as it stands, that the CRD and project board have that seems to be unfolding.

When I contacted mayor and council, her worship, Lisa Helps, thoughtfully indicated that she had forwarded the letter along to you. In addition, she offered the welcome suggestion that Vic West might try to get the engagement process moving along by extending an invitation to you, and I would add any staff you feel would be well-suited to addressing some of our concerns, to an upcoming board meeting.

To these ends, I would like to extend a formal invitation to you to attend our month-end board of directors meeting, which will take place from 7-9pm on March 28 at the Victoria West Community Association (521 Craigflower Road, Victoria).

In addition, I have attached a copy of the letter that I drafted on behalf of the board, which I am addressing here to the Chair and directors of the project board. I am aware that you are already in receipt of the questions which I have posed in the letter. Please accept into your records the letter, attached below.

In closing, please accept my thanks, in advance, for what I anticipate will be a meaningful and informative engagement process. Please confirm, as soon as you are able, your availability on March 28.

Kind regards,

Justine Semmens
President
Victoria West Community Association
president@victoriawest.ca

521 Craigflower Road

Victoria BC V9A 6Z5

[\(250\) 590-8922](tel:(250)590-8922)

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Justine Semmens
President, Victoria West Community Association
521 Craigflower Road
Victoria, BC V9A 4C9

March 16, 2017

Jane Bird, Chair
Core Area Wastewater Treatment Project Board
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Re: Transit of sewage plant construction material through Victoria West

Dear Ms. Bird:

It has come to the attention of the VWCA executive that the Capital Regional District (CRD) Core Area Wastewater Treatment Project Board (CAWTPB) has signed an agreement to lease Rock Bay from Matullia Holdings Limited Partnership for use as a laydown area for construction materials destined for the McLoughlin Point sewage plant. This lease will extend for a period of four years, beginning in April. Communication with the Project Board through the CRD Core Area Liquid Waste Management Committee (CALWMC) has confirmed the opening of preliminary discussions between engineering staff at the City of Victoria and the Township of Esquimalt regarding the transport of goods from Rock Bay through Vic West.

Since plans to transport sewage plant construction material through Vic West have come to my attention, I have made several attempts to gain more detailed information about the proposal from the chairs of the CALWMC and CAWTPB. For the most part, unfortunately, these attempts have yielded information that has been frustratingly insufficient either in its generality and vague meaning or details that have been either scanty or evasive in their lack of substantive content.

CAWTPB Chair Bird has indicated that engineering staff will “be engaging school PACs to understand concerns regarding school pickup and drop-off times as well as high volume school events such as sports days and competitions. We will also reach out to local sports and recreation associations to anticipate and plan around planned events such as cycling or running

competitions.” There is still no word on routes under consideration, the volume of construction vehicles, operating times, noise and air pollution, or how construction traffic will contribute to congestion and traffic safety concerns in the neighbourhood beyond schools and public sporting events. While I am appreciative of these limited efforts to permit the normal activities of the neighbourhood to continue, indications that traffic has the potential to frustrate access to schools and sports fields introduces the scope of disruption instigated by plans to transit construction materials through Vic West.

Frustratingly, at no point have representatives from the City of Victoria or the Capital Regional District made any effort to initiate an engagement with the neighbourhood association, either at the executive level or broader community level, on this plan or to forecast the potential impacts that might be visited upon the residents and business operators of the community of Victoria West. In fact, knowledge of this plan has come to the VWCA exclusively through news media broadcasts. We have been promised extensive consultation, but as the project launch looms on the horizon, we have yet to see this process come to fruition.

In closing, I wish to acknowledge the debt of gratitude that the VWCA owes to Councillors Loveday and Alto, in particular, for their efforts to advocate on behalf of the VWCA and the citizens of Vic West.

I have posed a series of questions to the CALWMC and CAWTPB. I believe that a duty of care compels representatives of the City and the CRD to respond to these concerns in a timely and reasonable fashion:

1. What are some of the routes under consideration for transit of material through Vic West?
2. The Bay street corridor in Vic West (between Tyee/Skinner and Wilson streets in particular) is already a traffic pinch point. How will construction traffic effect congestion and how will congestion be mitigated?
3. Bay Street between Douglas and the Gorge is heavily congested. How will the CoV and CRD mitigate further disruption on timely ingress and egress by private vehicle, bus, or bicycle via Bay Street?
5. I imagine material will be barged to the Rock Bay site. This will place added pressure on all forms of traffic crossing the Johnson Street Bridge. How will disruptions be managed?
6. How will congestion in the rest of the community be mitigated? Traffic is already problematic on the connector and arterial roads in Vic West as commuters transit through the neighbourhood?
7. Pedestrians already face challenges navigating these arterial roads and connectors. Will the city place more safe crossing zones such as crosswalks, traffic circles, speed bumps, and stop signs at intersections connecting these roads?

8. Any route that is chosen will likely pass through primarily residential and commercial zoning. What will the impacts of this traffic be on users and residents of these zoning areas in terms of noise, traffic dust, and air pollution caused by large diesel trucks and other heavy vehicles? How will these impacts be mitigated?

9. What are the foreseeable economic disruptions that construction traffic might cause for residential and commercial real estate developments currently under way in Vic West? What are the foreseeable economic disruptions to existing residential and commercial development? How will these be mitigated?

9. Approximately how many trips per day, in total, will these vehicles make to and from the Rock Bay and McLoughlin sites?

10. What times of day will these trips take place?

11. When will Rock Bay begin its function as a laydown site and when will Vic West begin seeing construction traffic traveling through the community? How long (in months) will Vic West host this traffic?

12. When will engagement begin? What form will it take? VWCA employs a place making model of engagement. How will the proposed engagement plan honour this model? Will citizens have a chance to provide feedback that will then be meaningfully incorporated into traffic management plans?

13. Why has even cursory information not previously been forthcoming, even when requests for such have been directly indicated by myself and Councillor Loveday, our neighbourhood liaison? How can the residents of Vic West be convinced that meaningful engagement will be valued by the project board?

14. Finally, what amenities is the CRD willing to offer Vic West in exchange for and in mitigation of the significant disruptions to daily traffic, quiet enjoyment, and other uses that heavy vehicle construction traffic will cause to the residents and business operators of Vic West?

Yours sincerely,

A handwritten signature in blue ink, consisting of a stylized initial 'J' followed by a long horizontal line.

Justine Semmens
President, VWCA

From: [Wastewater](#)
To: [Wastewater](#)
Subject: FW: Wastewater Treatment Project: construction traffic
Date: Tuesday, March 28, 2017 4:30:33 PM
Attachments: [Community Information Meetings.pdf](#)
[image001.png](#)
[image002.png](#)

From: Elizabeth Scott
Sent: Friday, March 24, 2017 6:23 PM
To: president@victoriawest.ca
Cc: Wastewater <Wastewater@crd.bc.ca>
Subject: Wastewater Treatment Project: construction traffic

Hello Ms. Semmens,

Thank you for your email outlining your concerns regarding potential impacts the Wastewater Treatment Project construction traffic may have on the Victoria West neighbourhood. I also received your input through several Victoria councilors and I acknowledge these with thanks.

The Traffic Management Plan for the Wastewater Treatment Plant is currently in draft. We are working first with the City of Victoria and the Township of Esquimalt because we need to coordinate with other major construction projects in the area. We will then seek input from schools, day cares, and community associations like yours. The routing will follow designated truck routes, but the proposed route has not been determined as we are still in the process of sourcing suppliers. In the interim, I can assure you that your input has been passed along to our planning team for their consideration as they develop the plan. We will be in touch soon to set up a meeting with your association.

Thank you for your invitation to the board of directors meeting on March 28th. I will not be able to attend that meeting as I will be on vacation that week. However, the Wastewater Treatment Project Team is hosting two drop-in Community Information Meetings on April 5 and April 12 for interested stakeholders, community groups and members of the public. The format is an Open House drop-in over a three hour period to provide for maximum flexibility for individual schedules. We will have a number of our Project team attend as well as representatives of the contractor to respond to questions and hear local concerns and input, including those related to traffic. We will be publicizing these meetings widely through mailed notices to residents, email, newspaper advertisements, and on our website. I have attached the meeting information notices for your information and hope you will share these with your Association members.

I would be pleased to meet with you or your executive in April. Please let Hazel, our communications manager, know what dates might work for you. She can be reached at 250-360-3629.

Sincerely,



Wastewater Treatment Project

Community Information Meetings: April 5 and April 12, 2017

Construction at Ogden Point and McLoughlin Point

The Wastewater Treatment Project will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations.

The Project includes:

- a tertiary wastewater treatment plant at McLoughlin Point in Esquimalt;
- a conveyance system for piping the wastewater to the plant and the residual solids to the Residuals Treatment Facility; and
- a Residuals Treatment Facility at the Hartland Landfill to produce Class A biosolids.

The Project has received land use approvals and construction will begin this spring. The first phase of construction includes the McLoughlin Point Wastewater Treatment Plant and the undersea forcemain from Ogden Point to McLoughlin Point.

You are invited to learn more about the Wastewater Treatment Project and upcoming construction in your area by attending a drop-in Community Information Meeting on:

Victoria:

Date: Wednesday, April 5, 2017

Time: 5:00 to 8:00 pm

Location: Hotel Grand Pacific, Vancouver Island Ballroom

Address: 463 Belleville Street, Victoria

Esquimalt:

Date: Wednesday, April 12, 2017

Time: 5:00 to 8:00 pm

Location: Royal Canadian Legion, Esquimalt Branch

Address: 622 Admirals Road, Esquimalt

For more information, please visit wastewaterproject.ca or email wastewater@crd.bc.ca. Additional information and community engagement about future phases of construction will be posted to the website in the coming months.

From: [Lisa Hoskins](#)
To: [cawtpb](#)
Subject: Wastewater Treatment Traffic Management Plan | Macaulay Elementary
Date: Thursday, March 16, 2017 1:47:45 PM
Attachments: [Traffic Mgmt Memo to Council 2.docx](#)

Hi Jane,

I am just following up with respect to the Traffic Management Plan now that McLoughlin Point has been rezoned and the memo that I sent in February outlining the concerns about the traffic plan. I have attached memo again for you reference.

Do you know when there will be a liaison committee setup and when the Traffic Management plan will be finalized?

Sincerely,

Lisa Hoskins

From: cawtpb <cawtpb@crd.bc.ca>
To: "ljprothe@yahoo.com" <ljprothe@yahoo.com>
Sent: Thursday, February 9, 2017 8:28 AM
Subject: RE: Contact Us - Submission

Dear Ms. Hoskins,

Thank you for your letter regarding the Traffic Management Plan for the wastewater treatment plant at McLoughlin Point.

You can find the plan that was submitted to the Township of Esquimalt for their consideration at the council meeting on February 6 linked here: Appendix F McLoughlin Point Wastewater Treatment Plant - <https://esquimalt.ca.legistar.com/LegislationDetail.aspx?ID=7515&GUID=70ACC6CF-20F5-4574-9C1F-E02A07D2F97A&Options=&Search>. This Traffic Management Plan was submitted as a draft for discussion with council and is subject to further refinement.

The Project Team has committed to discussing this traffic management plan with schools in the area prior to construction of the wastewater treatment plant. We would be pleased to meet with the PAC and Principal of Ecole Macaulay Elementary School to review the traffic management plan in detail, and will be in touch with the school to set this up.

Thank you again for your email and we look forward to meeting with you again in the future.

Sincerely

Jane Bird

From: ljprothe@yahoo.com [mailto:ljprothe@yahoo.com]

Sent: Monday, January 30, 2017 12:58 PM

To: cawtpb <cawtpb@crd.bc.ca>

Subject: Contact Us - Submission

The following message was received through the form at 'https://www.crd.bc.ca/contact-us?r=wwproject-board'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

Your Name:

Lisa Hoskins

Your Email Address:

ljprothe@yahoo.com

Message:

Hello,

It was my understanding from the Esquimalt public meeting on Jan 23rd that there would be a Traffic Management Plan submitted to the Township by January 30, 2017. I was wondering if this was still the case and if so when this information will be made available to the public. I am one of the PAC Co-Chair at Macaulay Elementary School and we are interested to see the information provided so can ensure the safety of our students has been taken into account.

Thanks very much,

Lisa Hoskins

Submitted at:1/30/2017 12:57:34 PM

Submitted via:https://www.crd.bc.ca/contact-us?r=wwproject-board

User Agent:Mozilla/5.0 (Macintosh; Intel Mac OS X 10_12_2) AppleWebKit/537.36 (KHTML, like Gecko)

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Elizabeth Scott on behalf of Jane Bird

Elizabeth Scott, Deputy Project Director

Capital Regional District, Wastewater Treatment Project

510 - 1675 Douglas Street, Victoria, BC V8W 2G5

Tel: 250.507.3420 | escott@crd.bc.ca



February 20, 2017

École Macaulay Elementary School Parent's Advisory Council
École Macaulay Elementary School
1010 Wychbury Ave
Victoria, BC
V9A 5K6

Dear Esquimalt Municipal Council,

Re: École Macaulay Elementary PAC - Wastewater Traffic Management Concerns

The École Macaulay Elementary Parent Advisory Council (PAC), which represents the students and families at the school, requests that the approximately 450, 4-11 year old students at Macaulay Elementary be taken into consideration when the Traffic Management Plan for the Wastewater Treatment Plan is finalized. We would appreciate a consultation meeting with municipal staff and the CRD to address our concerns.

Our primary concern is the health and safety of the children who attend our school. Noise pollution, air pollution, and construction traffic pose potential risks to the health and safety of our students.

We have reviewed: Appendix F – McLoughlin Point Wastewater Treatment Plant – Traffic Management Plan provided to the Township of Esquimalt. We realize this is a draft plan and that changes may be made, but we would like to draw your attention to the following areas of concern:

- Truck traffic for this project is likely to overlap with 3 other projects in close proximity (The English Inn, Triangle Lands development and a condo development at Esquimalt Road & Head Street)
- Our crossing guard at Lyall & Lampson is finding this intersection particularly difficult to manage with current traffic loads. During previous projects, such as the Macaulay Lodge redevelopment, our crossing guards saw trucks hopping the curb from time to time as they were making the turn onto Lyall street, which poses a serious concern for pedestrians.
- Maps indicate that the main heavy truck traffic route will be through the Head & Esquimalt Street intersection. We are concerned that routes outlined will not be adhered to.
- There is also concern for the Esquimalt Road and Head Street intersection for both Macaulay Elementary students and those students attending Victor

Brodeur School on Head Street (Note: Victor Brodeur is not included on the map).

- Increased truck traffic may discourage families from walking or riding their bikes to school, further increasing traffic in the area.

To alleviate these concerns we wish to the following mitigation measures be implemented:

Solutions to increased traffic:

- The PAC requests that the crossing guards be fully funded by the amenities package for the duration of the construction project at the following intersections and that trained flaggers be put in place immediately if safety concerns and crossing guards feel uncomfortable with their intersections.
 - Esquimalt Road and Lampson Street
 - Macaulay Street and Lyall Street
 - Lampson Street and Lyall Street (2 crossing guards)
 - Esquimalt Road and Head Street
- No construction truck traffic through these intersections between 8:15-9:15 am and 2:30-3:30 pm.
- Installation of a traffic light at Lyall and Lampson would assist the crossing guard with increased traffic load and deal with the increased traffic load from local traffic that will be present after the development of the Esquimalt Inn & Triangle Lands developments.
- Place digital speed zone signage during construction period for all three projects at strategic spots (particularly near pedestrian crosswalks, intersections and playground/school zones)
- Increase law enforcement for all traffic, particularly during the school drop-off and pick-up periods. Increased traffic stops should be reported to the school & PAC so we know our concerns are being met.
- Temporary speed humps be placed in the school zone on Lyall Street (between Lampson and Macaulay Street) for the duration of the project.
- Regular meetings with a committee of: Wastewater Team, PAC Representative, School Administration and Crossing Guards should occur.
- Increased street cleaning to assist with control of dust or other mitigation measures.
- Incentives for workforce traffic to car pool.
- Construction contracts should require that specified traffic routes are adhered to.

We have a number of concerns with the current draft Traffic Management Plan. We have listed these below in order as outlined the traffic management plan.

Sensitivity: Pedestrian interaction surrounding École Macaulay Elementary School

Mitigation concerns:

- The plan states that workforce traffic is proposed for Lampson Street and that the hours accommodate the school zone hours. What about coffee & lunch/dinner breaks during these proposed 12 hour shifts? What is the approximate size of the work force? (Previous information suggested a work force of approximately 250) How can we be guaranteed that workforce traffic will use the proposed parking area at the laydown site?
- Who is going to ensure construction companies adhere to specific Map plans? Will the Logistics Coordinator come out to our school intersections to observe?

Sensitivity: Intersection at Head Street and Esquimalt Road. Note – This is not mentioned in the plan but is relevant to our students and those of another school, Victor Brodeur.

Concerns:

- There is mention of safety signage in various parts of the plan. Has the pedestrian interaction at this intersection been taken in account? There are many children both from Macaulay Elementary and Victor Brodeur School that utilize this intersection, as well as those using the bus stop located at Head & Esquimalt Road on the south side.
- Have construction companies been consulted in preparation of the truck routes to see whether their trucks would navigate these intersections?
- Additionally there is another development that is slated to begin sometime soon at the corner of Head & Esquimalt Road. Has this been taken into consideration?
- Placement of a flagger at this intersection or a trained crossing guard would increase safety, while both of these construction projects occur. The Macaulay Elementary PAC does not have the means to pay for a flagger or a crossing guard at this intersection.

Sensitivity: Deliveries of materials and equipment to the site

Mitigation concerns: The plan states that deliveries will be sequenced and coordinated to avoid backup or excessive traffic on the roads leading the plant. Will a delivery schedule be part of the traffic management plan? This delivery should take into account the time periods for school drop-off and pick-up.

Concerns with respect to the Proposed Traffic Route Maps in Appendix F:

Map on page 11 of 20 – The green delivery route marked on this map seems to be a catch-all for all the materials that are being routed from the DND Laydown site and includes the following according to this document: “over-size loads, cube vans, equipment and material deliveries, light vehicles, workforce shuttle and gravel trucks, etc.” We find it unacceptable that this route goes directly by the school

grounds. **We recommend that the green routes marked on Maps (pg 9 and 13) be used.**

Map on page 15 of 20 – The blue detour route marked here travels directly past the school up Macaulay Street. It is unclear when this route would be used and for what purpose. This is a narrow street with vehicles parked on one side and coming and going throughout the day. This route would also affect the Boys & Girls Club at the top of the street. **We recommend that if this route is to be used it should fall outside of when school is in session (ie Winter Break, Spring Break or Summer Break).**

Further to the letter we provided to council at a public information session on January 23, 2017 we continue to expect that our concerns will be addressed. Namely the following:

- a) Materials that must be brought in by truck for construction of the sewage plant should have a specific route that does not go by the school to reduce air/noise pollution and provide safety for students. The streets around the school are already busy with CFB Esquimalt, school, public transit and local resident traffic. Adding large construction trucks to this area poses a safety risk to both the students and the community.
- b) Materials brought to the sewage plant site by truck should not be passing through busy student intersections before and after school during the following hours: 8:15-9:15 and 2:30-3:30.
- c) The CRD, Township of Esquimalt and construction companies contracted provide **contact information** to both the school administration and the PAC should the need arise to contact someone re truck traffic not following the specified route or becoming a hazard to student safety. A liaison committee should be established to meet regularly.
- d) Materials removed for construction of the biosolids pipeline should also meet the same requirements around routing and times prescribed in a.-c., above, and should not go by the school.

Air Quality

- a. Proper air filtration should be installed in the school **prior to construction of the treatment plant and in consultation with the School District** as stated in Appendix C: Host Community 5 year Impact Section 7.0 Air Filters for Schools.

We look forward to meeting with you to discuss our concerns further.

Sincerely,

Macaulay PAC

Co-chairs – Krista Moffett and Lisa Hoskins

Treasurer – Sue Fox

Email: macaulaypac@gmail.com

Cc: Jane Bird, Chair – Wastewater Treatment Board

Cc: Karen MacEwan, Principal – Ecole Macaulay Elementary

Cc: Piet Langstraat, Superintendent SD 61

Delivered via email

From: ymartin@odotech.com
To: [cawtpb](#)
Subject: Contact Us - Submission
Date: Friday, March 10, 2017 7:43:54 AM

The following message was received through the form at 'https://www.crd.bc.ca/contact-us?r=wwproject-board'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

Your Name:

Yves Martin

Your Email Address:

ymartin@odotech.com

Message:

Good morning: We can help with management of possible odor and dust nuisance issues with the new project. We have been doing this for 20 years in many countries. Clients in BC include Orgaworld and Vancouver WWTP. Call me for more details at 514-340-5250 (706) www.odotech.com

Submitted at: 3/10/2017 7:43:46 AM

Submitted via: <https://www.crd.bc.ca/contact-us?r=wwproject-board>

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