Johnson Street Bridge Steering Committee  
Friday, January 6, 2012: 1:00 to 2:00 pm  
City Manager’s Office

**Present**

Gail Stephens, City Manager  
Peter Sparanese, GM, Operations  
Kevin Greig, GM, Corporate Services  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director, Engineering and Public Works  
Katie Josephson, Director, Corporate Communications  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

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| 1. Presentation to GPC   | Mike will work with Rob Woodland to find a suitable date (late February) to allow for a comprehensive and thorough presentation to be completed. As previously agreed to, both Sebastien Ricard and Joost Meyboom will be in attendance.  
Bridget and Mike will prepare a further JSB e-news to Council for review at the next meeting. A draft of the GPC report will also be reviewed at that meeting (January 17th). |
| 2. Vic West Community Ass’n | It was noted that the meeting with the Vic West Community Association will be held on January 17, 2012.  
The importance of ensuring that the Association is provided with clarity on the specifics of the role it can play with respect to these lands was emphasized. Mike will work with the landscape architect to ensure that this is incorporated when designing the presentation he is working on.  
It was also suggested that it may be helpful to touch base with those Councillors who plan to attend this meeting. |
3. **Other Business**

Mike provided a quick update on the progress of the insurance which is near completion. He also noted that legal services has retained a lawyer with construction expertise who will work on finalizing the contract with MMM as well as the pre-qualification documents.

Mike will work with the provincial archaeological division with respect to the requirement for letters of permission and permits as part of this project.

4. **Next Meetings**

It was noted that the Project Team will be meeting bi-weekly effective February 6th; however, Mike will work with Sherri to ensure that the Steering Committee continues to meet as required.

It was also agreed that the next meeting of the Citizens’ Advisory Panel will be set for mid-February.
Johnson Street Bridge Steering Committee  
Monday, January 23, 2012: 1:00 to 2:00 pm  
City Manager’s Office

Present

Gail Stephens, City Manager  
Peter Sparanese, GM, Operations  
Kevin Greig, GM, Corporate Services  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director, Engineering and Public Works  
Katie Josephson, Director, Corporate Communications  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Susanne Thompson, Comptroller  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Agenda Item     Action Required

1. **Project Administration**  
   Dwayne provided an overview of the proposed administrative structure for the management of this project. He noted that this draft will be reviewed by the project team to clarify, wherever possible, the specific roles and responsibilities of the project team, the management team and the steering committee. The team will also propose the criteria for differentiating what decisions get made at what level.

   He asked that any comments on the draft be forwarded to him; a revised version will be brought back to the steering committee for approval.

2. **Insurance**  
   The project team has made a recommendation on the type of insurance for the project; however, there is more due diligence required and the budget needs to be finalized before a decision can be confirmed.
3. **Editorial Board Briefing**

   February 16 was proposed as the date for an Editorial briefing if the PDR and budget work is complete; if not, the time will be extended to ensure readiness.

4. **Budget Update**

   An updated budget was distributed and a discussion followed in-camera.

5. **Next Meeting**

   The next meeting will be held on Tuesday, January 31st and Committee Room 2 will be reserved on a going forward basis.
Johnson Street Bridge Steering Committee  
Tuesday, January 31, 2012: 9:00 am to 10:00 am  
Committee Room 1, City Hall

Present

Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Joost Meyboom, MMM Consulting  
Bill Larkin, External Project Advisor  
Katie Josephson, Director, Corporate Communications  
Tom Zworski, City Solicitor  
Susanne Thompson, Comptroller  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Regrets:

Gail Stephens, City Manager  
Kevin Greig, GM, Corporate Services  
Dwayne Kalynchuk, Director, Engineering and Public Works

Agenda Item                  Action Required

1. **Procurement Strategy Document**  

   Mike recalled that the City’s solicitor has retained John Haythorne, a lawyer who specializes in construction law, to assist with the production of this document. Changes proposed by John have been reviewed by Joost, Mike and Tom.

   The proposed changes maintain the design-assist procurement component; however the methodology impacts the sequence of scheduled events. They will also result in 1) a fixed price proposal and 2) the ability to select the main contractor much sooner than if the conventional approach was selected. Included in this strategy is the suggested inclusion of an honorarium to the unsuccessful applicants (between $50 to $75K). The reason for the honorarium is that all proponents would be engaged in commercial and confidential meetings in order that they could introduce innovation and/or design ideas to the design process.
The advantage of the honorarium is to ensure that bona fide proposals are submitted and it also provides the City with copy rights over their content. Also as MMM Consulting will be managing this process with the assistance of a “fairness monitor”, City procurement staff will not be burdened by this work aside from acting as a “clearing house” and submitting the RFQ to BCBid.

2. **Budget**

Joost Meyboom and Susanne Thompson provided an overview of the revised budget.

It was agreed that the budget requires more refinement which Joost agreed to undertake.

Joost added that Stantec’s involvement is going to be changed from independent contractor to a sub-consultant to MMM Consultant to provide MMM with more control.

3. **Insurance**

Susanne Thompson reported that three (3) insurance policies are in place for the life span of the project. The type of professional liability has yet to be determined.

This prompted a discussion on the need to review and approve the minutes of these meetings and to identify “action” items.

4. **GPC Report**

It was agreed that a JSB Report Update will be targeted for the February 21st GPC meeting and will provide an overview of:

- PDR = high level and technical presentation by Joost
- Budget discussion
- Update to Charter
- Request for authority to spend funds.

5. **Adjournment**

The meeting adjourned at 10:30 am. The next meeting is scheduled for 9 am on Tuesday, February 7th, 2012 and will be held in Committee Room 2.
Johnson Street Bridge Steering Committee  
Thursday, February 9, 2012: 11:00 am to 12:00 am  
City Manager’s Office, City Hall

Present

Gail Stephens, City Manager  
Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Joost Meyboom, MMM Consulting  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Brenda Warner, Director of Finance  
Kate Blokmanis, Assistant City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Regrets:

Kevin Greig, GM, Corporate Services  
Bill Larkin, External Project Advisor  
Katie Josephson, Director, Corporate Communications  
Tom Zworski, City Solicitor

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<tr>
<td><strong>1. Budget</strong></td>
<td>A preliminary budget discussion was held in camera.</td>
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<td><strong>2. Project Update</strong></td>
<td>Mike reported that the team is working on preparing a report to present to Council on February 28th that will be an update. He will work with Legislative Services to find a date for a special GPC meeting to present the budget to Council. He noted that the rail deconstruction that was scheduled to commence this week is being delayed for safety concerns that are being investigated; new start date is February 20th. This information will be shared with Council at the aforementioned meeting.</td>
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<tr>
<td><strong>3. Next Meeting</strong></td>
<td>The next meeting of the Steering Committee will be held on February 15th, 2012.</td>
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Johnson Street Bridge Steering Committee  
Wednesday, February 14, 2012: 2:30 pm to 3:30 pm  
City Manager’s Office, City Hall

Present

Gail Stephens, City Manager  
Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Joost Meyboom, MMM Consulting  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Bill Larkin, External Project Consultant  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Regrets:

Kevin Greig, GM, Corporate Services  
Katie Josephson, Director, Corporate Communications

Agenda Item                     Action Required

1. **Next GPC Report**

   It was recalled that it was agreed at the last Steering Committee that the project team would work toward presenting a full report to Council on February 28th. However, the presentation would not be complete without the ability to address a confidential announcement that is being postponed due to the unavailability of a Federal Minister. It is expected that the announcement will be made early March.

   It was therefore agreed that Tom and Bridget would draft a confidential memorandum for Mike’s signature, providing an explanation for the delay in bringing forward a full report at this time.

   The team will prepare to present the full report on March 15, 2012, pending the release of the announcement as noted above.
2. **Councillor Isitt’s Request**

Mike distributed a copy of a memo from Councillor Isitt requesting detailed information in advance of the GPC meeting on February 28th.

It was agreed that since much of the information is already on file and easily assembled, copies will be collated and distributed to Council. The package will include a memorandum indicating that the remainder of the information will be presented at the GPC meeting on March 15, 2012.

3. **Ralmax**

Tom reported that legal services is working on the response material for the injunction application filed by Ralmax that is scheduled to be heard on February 17.

Concurrently, Legislative Services is working with Legal Services on a report to Council that includes the importance of including a “shared entrance with no access” (to Ralmax).

The Committee will be updated on the outcome at the next meeting.

4. **Rail Span Removal**

Mike reported that the barge will arrive in the early morning hours on February 22nd to set up, resulting in a temporary closure of the road bridge. He added that by-law officers will be on-site once the work commences to test noise levels and that the City should expect some noise complaints. Steps are being taken to invite Council and members of the Citizen’s Advisory Panel to the site to view the dismantling on February 24th as well as setting up a location for the media.

5. **Train Station**

It was agreed that the City does not have the means to relocate or retain the train station. It was agreed that some work would be put into exploring the idea of doing up an Expression of Interest or the same process that was used for the map (that was installed at the Crystal Gardens) to determine if there are external interested parties.

6. **Procurement Process**

Mike reported that the design team is proceeding on the basis of the procurement method agreed to by the Steering Committee and are preparing the
RFQ as discussed (see notes from January 31). It was recalled that this process will provide an indicative price; however, it is confidential, non-binding and will be based on a 60% design.

The team is also preparing the RFP for the fairness monitor in parallel with the RFQ as noted above.

7. **Meeting Minute Approval**

The Minutes of the Meeting held on February 9th were approved as circulated.
Johnson Street Bridge Steering Committee  
Wednesday, February 22, 2012:  11:00 am to 12:00 noon\  
Committee Room 2, City Hall

Present

Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Katie Josephson, Director, Corporate Communications  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Regrets:

Gail Stephens, City Manager  
Kevin Greig, GM, Corporate Services

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<td>1. GPC Report – Draft Friday, Feb. 25</td>
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Mike reported that the draft report for presentation at the GPC on March 15th will be distributed to the Committee for review on Friday, February 24. It was confirmed that Joost Meyboom and Sebastien Ricard will participation in the presentation. It was agreed that the report will include:

- high level update of the design (with the three options for alternate design and consequences/risks of selecting an alternate design at this juncture)
- detailed budget report

Sherri will schedule a dry run for the week of March 12th. Mike will follow up with MMM to ensure a copy of their presentation is also provided in advance of the dry run for review.

Tom agreed to determine what (if any) communication protocols are required from the Federal Government; what level of a change in the design would result in a referendum (and new
approving by-law); as well as the feasibility of pursuing relief pursuant to the Municipal Enabling and Validating Act.

2. **Insurance**

   Tom agreed to set up a meeting with AON Insurance with Brenda and either Dwayne or Mike to confirm the insurance status.

3. **Ralmax**

   Tom reported that the injunction has been adjourned with no conditions. Ralmax has agreed to its architects meeting with MMM as soon as the lease renewal process is complete.

   Dwayne agreed to attend the meeting with Ralmax and MMM.

4. **Request for Qualifications**

   Tom reported that John Haythorne has drafted both the RFQ for the pre-qualifiers which will be released next week.

   Tom added that John has suggested a number of individuals who could serve as fairness monitors. Tom agreed to work with Supply Management to issue a letter of invitation to a number of individuals as well as ensuring that the “RFP” is posted on the City’s internet.

5. **Risk Review**

   Mike reported that Dr. F. Hartman is willing to assist with the risk review; however, he is not available until mid-April.

   It was suggested that in the interim, the project team focus on the ones that are most significant and that this information be included in the report to Council.

6. **Vic West Community Association**

   Katie reported that the City is working with the VicWest Community Association to set up a two phase consultation that will consist of a workshop in March and a follow up meeting in early to mid April. It is anticipated that a similar presentation will be made to the Downtown Community Association in April.
7. **Other Business**

Bridget agreed to prepare a draft update for review by Mike and release to Council on Friday, February 24.

8. **Adjournment**

The meeting adjourned at 12:00 noon.
Johnson Street Bridge Steering Committee  
Wednesday, February 28, 2012: 3:00 to 4:00 pm  
Committee Room 2, City Hall

Present

Gail Stephens, City Manager  
Kevin Greig, GM, Corporate Services  
Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Bill Larkin, External Project Consultant  
Joost Meyboom, MMM Consulting  
Katie Josephson, Director, Corporate Communications  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

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<td>1. Ralmax</td>
<td>Dwayne and Tom will connect with Rob Woodland to discuss and draft a letter to Ralmax. The purpose of the letter is to clarify the City’s position as well as to extend its willingness to work with them. Tom agreed to set up the meeting.</td>
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| 2. Estimates and Report to GPC | It was agreed that the project report will be presented to Council at the GPC on March 15th. As discussed at the meeting held on February 22, there are three potential scenarios:  
  1. proceed with the design assist procurement (current model);  
  2. proceed with design build, or  
  3. proceed with an entirely new project (high risk of losing the federal grant, requiring a referendum, public consultation and new borrowing by-law). |
In anticipation of the above, Joost and Bill prepared and distributed a rough estimate for an alternate design build bridge. It was agreed this budget requires further due diligence and needs to incorporate those costs already incurred.

It was agreed that the budget, as part of the presentation at GPC, needs to distinguish between actual bridge-related construction costs and those incidental bridge-related costs also incurred by the City in the process of reaching the 30% design juncture.

Mike, Bill and Joost agreed to work on this.

It was further agreed that as part of Transport Canada communications protocol, disclosure of the project’s budget overrun and explanation of the City’s plan to manage the budget, needs to be done in a timely manner. It was suggested that this be done in writing with a follow up phone call on March 15th; the same day as the update to Council.

Mike and Brenda to work on this.

Mike reported that MMM Group has prepared a rough draft presentation that outlines the key messaging; a more final draft will be ready for distribution on Friday, March 2nd.

It was noted that it would be helpful to have reinforcement from the City’s key stakeholders in the form of favourable quotes imbedded in the body of the report from MMM.

Communications will work on scheduling a presentation for the editorial board.

Sherri agreed to schedule a dry run late the week of March 5th and will extend an invitation to the Mayor.
Johnson Street Bridge Steering Committee  
Tuesday, March 6, 2012: 9:00 to 10:00 am  
Committee Room 2, City Hall

Present

Gail Stephens, City Manager  
Kevin Greig, GM, Corporate Services  
Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Bill Larkin, External Project Consultant  
Joost Meyboom, MMM Consulting  
Katie Josephson, Director, Corporate Communications  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

Agenda Item | Action Required
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1. **GPC Report** | Mike led the Committee through a review of the draft GPC report. It was agreed that a substantial paragraph on the procurement strategy needs to be added.

Tom agreed look into the practicality of making an application to the Inspector of Municipalities (re: amendment to the borrowing by-law).

2. **RFQ for Pre-qualifiers** | The RFQ for the pre-qualifiers is in the final draft stage; it will be issued by the end of this week.
Johnson Street Bridge Steering Committee  
Tuesday, March 20, 2012:  9:00 to 10:00 am  
Committee Room 2, City Hall

Present

Gail Stephens, City Manager  
Peter Sparanese, GM, Operations  
Mike Lai, Project Director, Johnson Street Bridge  
Dwayne Kalynchuk, Director of Engineering and Public Works  
Bill Larkin, External Project Consultant  
Joost Meyboom, MMM Consulting  
Katie Josephson, Director, Corporate Communications  
Brenda Warner, Director of Finance  
Tom Zworski, City Solicitor  
Bridget Frewer, Communications Coordinator  
Sherri Andrews, Executive Assistant, Office of the City Manager

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<td>1. <strong>Minutes of the Meetings</strong></td>
<td>Mike distributed copies of past minutes and asked that any comments be directed to him.</td>
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<td>Mike and Sherri will work on this approval process.</td>
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<td>2. <strong>March 15 GPC Meeting</strong></td>
<td>It was agreed that issue dates for the “quarterly updates” to Council will be pre-scheduled. The updates will focus on changes to the:</td>
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|                              | • budget  
|                              | • schedule  
|                              | • scope  
|                              | • and should include celebrations and good news stories. |
|                              | The time-line calendar will also be updated with a view to eventually having it displayed in the lobby at City Hall. |
|                              | The next quarterly report will be issued early June and followed by in-camera session with Council to |
inform them of the results of the pre-qualification process.

3. **Notice to Proceed – MMM Group**

    Tom, Mike and Joost will work together to prepare the Notice to Proceed for MMM Group.

4. **Fairness Monitor RFP**

    Mike confirmed that a meeting is being held on Monday, March 26 to finalize the RFQ for the pre-qualifiers as well as the RFP for the fairness monitor.

5. **Bridge Cost Escalation email**

    An in-camera discussion was held on this item.
Johnson Street Bridge Steering Committee
Tuesday, March 27, 2012: 9:00 to 10:00 am
Committee Room 2, City Hall

Present
Gail Stephens, City Manager
Peter Sparanese, GM, Operations
Mike Lai, Project Director, Johnson Street Bridge
Dwayne Kalynchuk, Director of Engineering and Public Works
Bill Larkin, External Project Consultant
Joost Meyboom, MMM Consulting
Katie Josephson, Director, Corporate Communications
Brenda Warner, Director of Finance
Tom Zworski, City Solicitor
Bridget Frewer, Communications Coordinator
Sherri Andrews, Executive Assistant, Office of the City Manager

Agenda Item Action Required

1. Minutes from Previous Meetings

   Mike provided some amendments to the Minutes that were circulated at last week’s meeting to Sherri, who update them and save them to a Shared drive for all to access.

2. Steering Committee Schedule

   It was agreed that the Steering Committee will meet on a bi-weekly basis for the next couple of months. Sherri agreed to update the outlook calendar invite accordingly. It was noted that as the project gains speed the Committee may only meet on an “as required” basis.

3. Schedule of Reports / Updates to Council

   Mike distributed a schedule for review. It was agreed that the monthly email updates are not required when a full quarterly report is being issued (June, September and December).
The date of the issuance of the June 21 report will be moved to June 7.

The development of an “internal timeline” to facilitate workplans will be discussed at the next project management meeting.

4. Confidentiality Agreements

Tom reported that he is working on preparing confidentiality agreements for only those individuals who will be involved in the procurement and pre-qualification process. He is also preparing a report, justifying the requirement for this agreement which will go to Council for its approval in time for the GPC on April 5th.

The list of individuals who will be required to sign off to ensure confidentiality was extended to: Tom, Mike, Dwayne, Bill, Peter and Laura Baker.

5. Other Business

Dwayne and Tom agreed discuss the process of tracking legal billing.

It was agreed that the role of supply management will continue to be that of a “clearing house”.

The next meeting will be held on Tuesday, April 10, 2012.
JSB Steering Committee

Date: Tuesday, April 10, 2012  
Time: 9:00 to 10:00 AM  
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens (Chair), Peter Sparanese, Katie Josephson, Mike Lai, Dwayne Kalynchuk, Tom Zworski, Brenda Warner, Pam Delaney (recording secretary)

1. Agenda and Call to Order

Gail Stephens welcomed the members and called the meeting to order at 9:05 a.m.
There being no additions to the Agenda; it was adopted as circulated.

2. Minutes of the Meeting held on March 20 & 27th, 2012

The Minutes of the Meeting held on March 20, 2012, were discussed for clarification

Tom Zworski commented that the in-camera discussion concluded with non agreement

Katie proposed Item 3 Schedule of Reports - dates should be captured into Project Charter with timelines.

Tom Zworski suggested a list of signees should be extended to council to approve. It could be a late item. Tom will do a memo.

Useful to have John here for next meeting and have Rob Woodland attend.

Clarity on RFQ – will proponents know who was shortlisted? To be shared with Council.
3. **Engagement / communications**

Katie spoke to the new process of communicating key items weekly – to Council on Monday afternoon and to the press on Tuesday.

Also new as a standing item – the community workshop; hoping for May, we’ve circulated list of questions, there is a need for information from technical team to find out public realm elements and developing a criteria, seeking feedback. i.e.: landscaping plan

A meeting is to be set up discussing the role of JSP CAP meetings, when to meet to keep members engaged.

4. **Ralmax Update**

Dwayne asked Joost to pull back trail. Mike is to receive update. Ralmax asked to establish property line.
Check with environmental assessment for parameters for contaminated site materials placement for parameters.

After Council received development variance report, requires more staff discussion. Katie to check with Rob.

5. **Draft Project Charter**

Mike delivered a management accountability approach, referring to Page 10 staff key council milestone as a required opportunity. The Management team is to review for changes.
Peter suggested a matrix of decisions dates as an appendix schedule for reporting to council.
The Item for GPC report on budget ready for noon on Friday.

6. **New business**

Brenda mentioned she had been contacted by Grant Thornton about their interest in providing an internal audit and construction project control services for the bridge project.
The consensus reached by Steering Committee was that it was not needed, and that there is no budget for it. Brenda will advise Grant Thornton of this.

Risk approach meeting – invite Bill Larkin.

Federal grant usage
5. **Adjournment and Date of Next Meeting**

There being no further business, the meeting adjourned at 9:50 a.m.
JSB Steering Committee

Date: Tuesday, April 24, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance
Staff: Gail Stephens (Chair), Peter Sparanese, Mike Lai, Katie Josephson, Brenda Warner, Tom Zworski, Bridget Frewer Sherri Andrews, recording secretary

1. Agenda and Call to Order
Gail welcomed the members and called the meeting to order at 9:05 a.m. There being no additions to the Agenda; it was adopted as circulated.

2. Minutes of the Meeting held on April 10, 2012
It was noted that the Minutes of the Meeting held on April 10, 2012, need further review and will be brought forward to the next meeting for approval.

3. Engagement/Communications
Katie reported that May 26 is the target date for the community workshop. Bridget is going to work directly with Joost to obtain the information that is required to pull together the program for the workshop.

Katie noted that there will be a meeting with the Downtown Residents’ Association as soon as the Association is able to confirm a date.

Communications has ordered copies of transcripts from CFAX of interviews regarding the bridge project to review the content for accuracy.

Bridget will be updating the bridge’s site on the web.

4. Project Charter
The draft Project Charter was reviewed. Mike summarized that the amendments to the Charter, once approved, will be incorporated in the version to go forward to the GPC meeting on May 3.
Identified for updating were:

- The role of the Steering Committee needs to be corrected to reflect that it is more of an advisory/supporting body. The accountability matrix will be updated as well.
- Progress reporting to Council needs to reflect a commitment to provide them in a consistent and timely manner, i.e. “will be delivered”.
- Update the milestones to include the dates for the quarterly reports as well as the community workshops.
- Remove references to the Acting General Manager, Corporate Services.
- Final reports from the Fairness Monitor will be provided to Council and made public.

It was noted that John Haythorne will be attending the GPC on May 3rd to speak to the procurement process.

A discussion ensued regarding the position of the Project Advisor and how most efficiently to manage this position. It was agreed that Mike will prepare a memo to Council to be delivered during an in-camera session. The memo will respond to inquiries regarding his employment while at the City of Winnipeg and the current remuneration package he has with the City. It was further agreed that for continuity and to reduce the risk of jeopardizing the project’s timelines; it is in both the City’s and the project’s best interests to retain Mr. Larkin as the Project Advisor.

Mike, Tom and Brenda will work on amending the project advisor’s terms of reference.

It was agreed that the sign off process that is applied to all reports to GPC will be applied to JSB update reports to Council. All reports will continue to be circulated to the Steering Committee for information purposes.

4. **Insurance**

Mike tabled a report regarding a recommendation and decision for the project’s insurance requirements for the Committee’s information.

5. **RFQ Update**

Dwayne reported that all eight submissions received have been individually analyzed and group analyzed fetching similar results. Next steps include interviewing four firms in Vancouver at John Haythorne’s office. A recommendation report will be drafted by John for delivery to the City Manager. This will be followed by a report with the final decision to Council; a public announcement will be made soon thereafter. (Timeline for this report is early the week of May 7.)
6. **Other Business**

   Federal Funding

   Dwayne agreed to work with Brad Dellebuur to determine whether the City is eligible to apply for funding and to move forward accordingly.

7. **Adjournment and Next Meeting**

   The meeting adjourned at 9:55 am. The next meeting will be held on Tuesday, May 8th, 2012.
JSB Steering Committee

Date: Tuesday, May 22, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens (Chair), Peter Sparanese, Mike Lai, Brenda Warner, Tom Zworski, Bridget Frewer, Tom Zworski, Kate Blokmanis, Bill Larkin, and Rob Woodland
Sherri Andrews, recording secretary

1. Minutes of the Meeting held on April 24, 2012

Approval of the Minutes of the Meeting held on April 24, 2012, was deferred to the next meeting.

2. FOI Requests

Rob Woodland attended the meeting to discuss best practices for managing FOIPP requests.

He reported that he, Tom Zworski and Sheryl Masters have met and recommend that those staff (with FOI requests outstanding) inform the records management team of how records are kept in their department. This will facilitate the development of a systematic approach to responding to these requests in a timely manner.

3. Engagement/Communications

Bridget reported that good progress has been made on the planning of the public spaces, landscape and pathways workshop scheduled for June 9th at the Delta Ocean Pointe Hotel.

It was suggested that an invitation be extended to the entire project team to ensure that there is adequate representation on hand to work with the public and speak to the timelines, etc.

Information collected at the workshop will be collected and sorted into those categories where they can be considered for inclusion into the project. A report will be prepared for distribution to Council.
4. **RFP Update**

The management team will meet with the three shortlisted proponents at the “kick off session” on Thursday, May 24 in Vancouver. The intention is to complete the RFP as soon as possible but if not finalized in time for the meeting May 24th, it is recommended that the draft RFP be released to the proponents in order to receive their feedback before it is finalized.

The process, as designed by the City, has been developed to encourage the proponents to come up with creative solutions including cost saving measures.

Tom agreed to follow up on the RFP for a project auditor.

5. **Project Team Structure**

A new project organization chart will be created to identify the additional capacity that has been added to the team on a temporary basis. The roles with clear delineation of responsibilities will also be updated. This chart will be included with the quarterly update report being prepared for the June 7 GPC.

Communications will prepare an internal message regarding the restructuring following the update to Council.

6. **June 7 GPC Report**

The quarterly update to Council on June 7th will be all inclusive noting that as the RFP will have been issued by that time, notice will be given that it is available for viewing on the website. It is anticipated that the indicative pricing will be known by mid-June.

7. **Other Business**

**Risk Review**

Bill Larkin agreed to update the risk matrix. A project risk review meeting will be scheduled with Council in the next few weeks.

**Professional Services Agreement (PSA)**

The PSA with MMM Consulting will be finalized shortly in order to ensure continuity of the works of the sub-contractors included in the agreement.

**Meeting Schedule**

The Steering Committee will meet bi-weekly and the project team and management team will meet weekly. It was noted that the project team will be moved into 623 Pandora Avenue by the end of next week. Laura Baker will take
over doing the notes for the JSB Steering Committee to provide consistency as she reports out on the project team and management team meetings.

8. **Adjournment and Next Meeting**

The meeting adjourned at 9:55 am. The next meeting will be held on Tuesday, June 5th, 2012.
JSB Steering Committee

Date: Tuesday, June 5, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Dwayne Kalynchuk, Mike Lai, Bridget Frewer, Katie Josephson, Brenda Warner, Bill Larkin, Laura Baker

1. Minutes of the Meetings held on March 20 & 27, 2012, April 10, 24, May 22

Mike Lai will review and finalize the minutes so that the appropriate action items are captured as the project and the Steering Committee meetings move forward.

2. Update on the RFP process

Dwayne and Peter gave a high level update on the RFP process. In confidence meetings and discussions have begun with the shortlisted teams. A copy of the RFP has been shared with Council and will become public. It will be posted on the website. The affordability ceiling = cost of project + contingency. Indicative pricing timeline is set for June 18th. Requests for addendums to RFP will be considered. The deadline for the submission of proposals is August 17th.

3. Open House Material

This is scheduled for Saturday, June 9th at the Delta Hotel from 10 am to 3 pm. After the session, priorities will be set based on feedback from the community, and another open house on July 7 with updated concepts.

4. Point Hope Shipyard

Dwayne provided an update – there is now a design and price for the retaining wall. Telus r/w to be determined.
JSB Steering Committee

Date: Tuesday, June 19, 2012  
Time: 9:00 to 10:00 AM  
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Dwayne Kalynchuk, Mike Lai, Katie Josephson, Tom Zworski, Bill Larkin, Laura Baker (Minutes)
Regrets: Brenda Warner

1. Minutes from the Previous Meetings

The minutes from the previous meeting (held on June 5th) were distributed for review with the agenda. All minutes from meetings prior to June 5th were adopted.

2. Public Open House Update

The Public Open House took place on June 9th, over 130 people attended. 115 completed surveys were received. The information from the surveys is being consolidated and a meeting will be held this afternoon regarding the feedback received.

The Downtown Residents Association and Vic West Community Association have acknowledged the City’s efforts to address collaboration, but they would still like to see more opportunities for consultation. Katie will meet with Councillor Helps regarding this issue.

Katie will also work with Joost Meyboom and Ken Larsson regarding concepts from the June 9th Open House. The second session will take place July 7th. The information gathered will be presented to Council at the next GPC meeting on July 19th.

3. Janion/Northern Junk Development

MMM Group needs to be mindful of utility relocations that may be required as part of these developments as they relate to the JSB project.

Ongoing discussions are taking place between the bridge team, proponents, City
staff, and consultants re: pathway approaches/opportunities to connect the David Foster Way. There is no change in scope to the project, just information sharing taking place.

4. **Agreements Update**

   The UBCM Gas Tax Agreement will be shared with Legal for review. Once received by the City, it will go directly to Finance and distributed accordingly.

   A meeting with MMM Group is being scheduled tomorrow afternoon to finalize the Professional Services Agreement.

   A Special Closed GPC meeting will take place on June 28th to provide an overview of the Indicative Pricing submissions. John Haythorne will be present for this.

5. **Update on the RFP process**

   There is a commercial in-confidence meeting scheduled for tomorrow in Vancouver. A workable model is needed that will allow for key MMM Group staff involvement. Tom Zworksi will follow up with John Haythorne re: rules in handling the proponents and MMM Group staff involvement with them.

   There is a commercial in-confidence meeting set up with PCL in Victoria on June 29th for which an agenda will need to be distributed.

6. **Risk Assessment Update**

   A risk registry meeting has been scheduled for Thursday, June 21st. Laura will forward this meeting request to Katie and Tom.

7. **Former Train Station RFP**

   The RFP for the former station is to be issued this Friday, June 22nd.

8. **Ralmax**

   A meeting with Ralmax was held last week in which a digital version of the retaining wall map was requested by Ralmax – this has been provided. Ongoing discussions are taking place regarding the laydown area and the retaining wall.

   The Telus easement/right of way still needs to be sorted out. A meeting with the GM of Telus, Ray Lawson, will need to take place.

9. **Recruitment**

   Peter is working with HR to post a Senior Project Manager position which may be posted for this weekend.
JSB Steering Committee

Date: Tuesday, July 3, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Dwayne Kalynchuk, Mike Lai, Katie Josephson, Brenda Warner, Tom Zworski, Bill Larkin, Laura Baker

1. Minutes from the Previous Meetings

Minutes from the June 19th meeting were distributed for review. Comments are to be sent to Laura for editing.

2. Public Open House Update

The intention of the July 7th open house is to be an information session from 10 am to 3 pm at Swan’s to close the loop regarding what was heard, and what will be done with the information gathered at the June 9th open house. This information will be given to Sharpe and Diamond to develop a concept plan that will be taken to Council and the public.

July 19th is the tentative date for the next GPC report to Council.

3. Update on the RFP Process

Indicative pricing submissions have been received. Discussions will take place with Tom Zworski and John Haythorne to see if meetings should be held with each proponent to discuss their submissions.

4. Former Train Station RFP

An onsite meeting, in which three proponents were present, was held this past Friday with Keith Hennessey, Chaz Whipp, and Mike Lai. This was not a mandatory. The RFP closes July 11th, 2012.
5. **Ralmax**

   City staff are continuously working with Ralmax, but more direct conversation is needed. A meeting will be scheduled with Ralmax once Rob Woodland is back next week.

6. **Risk Workshop – July 19th**

   Mike will send out the latest Risk Registry to the Steering Committee.

7. **Federal Audit**

   The draft audit has been received. A management committee meeting with the feds will take place next week regarding approval.
JSB Steering Committee

Date: Tuesday, July 31, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Dwayne Kalynchuk, Katie Josephson, Tom Zworski, Laura Baker (Minutes)
Regrets: Brenda Warner, Bill Larkin

1. Minutes from the Previous Meetings

Minutes from the meetings held on June 5th, June 19, and July 3rd were distributed with the agenda and subsequently adopted. Laura will ensure that they are posted with the DRAFT watermark removed in the JSB folder of the Shared Drive.

It was decided that Steering Committee meeting minutes, as well JSB Project Team meeting minutes, would not be posted on the JSB website at this time.

2. Status of Train Station RFP

One compliant bid was received from the Greater Victoria Harbour Authority. They have provided a proposal, but some clarity is needed regarding the proponent’s conditions for removing and reusing the Train Station building, and various City approvals will need to be met.

3. Status of Procurement

The August 17th closing date has been suspended. Indicative pricing meetings are taking place in Vancouver this week. Discussions will take place to decide on a new date. An update will be provided to Council this Friday with the decision.

4. Risk Registry Update

The City will discuss the updated Risk Registry with Joost. Council is to be provided with a copy of this by the next GPC meeting.
5. **Landscaping**

Sharp and Diamond will update the landscape drawings to see where we are at today. Once Parks has returned from holidays and the updated drawings have been received, a meeting will take place with consultants and Parks. Dwayne will set up a meeting for some time next week.
JSB Steering Committee

Date: Tuesday, August 14, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Brenda Warner, Dwayne Kalynchuk, Tom Zworski, Bridget Frewer, Laura Baker (Minutes)
Regrets: Bill Larkin, Katie Josephson

1. Minutes from the Previous Meeting

Minutes from the July 31st meeting were circulated. Any comments on the minutes may be sent to Peter and Laura will make the appropriate changes.

2. Status of Train Station RFP

City staff met with members of the GVHA last week re: the Train Station to seek understanding of their proposal. Staff will update accordingly.

3. Status of Procurement

Dwayne mentioned that the optimization meetings are progressing. We are reviewing the closing date.

4. MMM Contract

The contract deal is drafted and has been sent to the MMM Group Board of Directors for approval. This contract will also require Council approval.

5. Landscaping

A meeting will take place in Vancouver tomorrow with Ken Larson to ensure landscaping plans are accurate. Once detailed plans have been received by project staff, they will be taken to Council.
Johnson Street Bridge Project

JSB Steering Committee

Date: Tuesday, August 28, 2012  
Time: 9:00 to 10:00 AM  
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff:  Gail Stephens, Peter Sparanese, Brenda Warner, Dwayne Kalynchuk, Tom Zworski, Bridget Frewer, Katie Josephson, Laura Baker (Minutes)

1. Minutes from the Previous Meeting

Minutes from the July 31st and August 14th meetings were circulated. Any comments on the minutes may be sent to Peter and Laura will make the appropriate changes.

2. Status of Train Station RFP

Staff are clarifying the content of the proposal and the conditions.

3. Status of Procurement

Ongoing meetings with the proponents regarding optimizations are taking place.

4. MMM Contract

The MMM Contract was reviewed at the last GPC meeting. Approval is required by Council at the August 30th GPC meeting; thereafter, the contract needs to be forwarded to MMM Group for approval.

5. Closing Date

The closing date for the RFP is being reviewed based on collaborative meetings with the proponents.

6. Senior Project Manager

The competition has been completed and an offer was made to the candidate, who has accepted. The next steps are to advise Council and City staff and to issue a media release.
JSB Steering Committee

Date: Tuesday, September 12, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Brenda Warner, Dwayne Kalynchuk, Tom Zworski, Bridget Frewer, Laura Baker (Minutes)
Regrets: Katie Josephson

1. **RFP for the Rail Station**
   Staff are awaiting clarification regarding the content of the proposal and the conditions.

2. **Status of RFP**
   Ongoing meetings are taking place with the proponents regarding optimizations.

3. **Status of Landscape**
   Staff are awaiting updated landscape drawings to be received in the near future.

4. **Communications**
   No action items.

5. **GPC September 20th**
   Staff are preparing the report for the next quarterly update to Council. Various items are to be discussed, including the next steps after the RFP closing date of October 18th.

6. **MMM Group Contract**
   The contract is with MMM Group for review and approval.
MEETING NOTES

Attendance

Staff: Gail Stephens, Peter Sparanese, Ken Jarvela, Brenda Warner, Dwayne Kalynchuk, Tom Zworski, Laura Baker (Minutes)
Regrets: Katie Josephson

1. **Status of MMM Contract**

   Language in the MMM contract to be updated based on discussions between the City and MMM Group.

2. **RFP for the Rail Station**

   The RFP will be awarded shortly – Council to be informed as soon as possible once the contract has been awarded.

3. **Status of RFP**

   Ongoing meetings with proponents re: optimizations are taking place. Evaluation training needs to be set up for the evaluation team.

4. **Status of Landscape**

   The public realm document is being finalized and is to be sent to the various community groups accordingly. It will also be presented at the October 4 GPC meeting.

5. **Communications**

   Discussions regarding how the landscape plans will be communicated to the public are taking place on an ongoing basis.
6. **Geotechnical Testing**

   All necessary permitting documents were received for the is testing; work began last Monday.

7. **Additional Item**

   The Steering Committee agenda is to be updated to address Budget, Scope, and Timeline, and will identify action items.
JSB Steering Committee

Date: Tuesday, October 23, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Dwayne Kalynchuk, Peter Sparanese, Tom Zworski, Katie Josephson, Brenda Warner, Laura Baker (Minutes)
Regrets: Gail Stephens, Ken Jarvela

1. Review of Minutes

Minutes of the Steering Committee meetings from July 31, August 14, August 28, September 12, and September 25 were distributed to members for review. Peter requested that any comments on these minutes be sent to Laura or Peter.

2. Budget – Status of MMM Contract

The MMM Contract will be presented for final approval this Thursday, October 25 at the evening GPC meeting.

Staff will set up a meeting to discuss how outstanding MMM invoices will be processed.

Budget – Co-Management Meeting

Representatives from Transport Canada will be visiting Victoria regarding the next Co-management meeting which is scheduled for Wednesday, November 7.

Lyle Smith will be added to the members of the weekly JSB Project Team meeting.

Budget – Additional Item: Budget – FMC

Legal will review the budget for FMC.
3. **Scope – RFP for the Rail Station**

   All utilities have been disconnected from the Rail Station building; between now and November the GVHA will have it removed.

   **Scope – Status of RFP**

   The closing date for the RFP is scheduled for Wednesday, October 30.

   **Scope – Status of Landscape**

   The latest landscape plans have been shared with the community associations. No feedback has been received by the City.

   **Scope - Communications**

   Bridget will communicate with the Delta Ocean Pointe Hotel.

   Neil will provide the working easement.

4. **Timeline – Closing Date and Next Steps of the RFP**

   The closing date for the RFP is scheduled for October 30 at 4:00 pm. The evaluation process may take several weeks. The evaluation team will select a preferred proponent based on the evaluation criteria of the RFP. The preferred proponent will be recommended to Council.
1. **Review of Minutes Distributed at the Last Meeting**

   Minutes from July 31, August 14, August 28, September 12, and September 25, 2012 were adopted and will be posted on the JSB website.

   The Steering Committee meeting minutes will be posted publicly on the JSB website, as will the content of the weekly updates that are sent to Mayor and Council.

2. **Budget – Status of MMM Contract**

   Once reviewed for commercial interest, the MMM contract will be posted publicly on the JSB website.

   **Budget – Co-Management Meeting**

   Representatives from Transport Canada will be in Victoria for the next Co-Management meeting which is taking place this Wednesday, November 7.

   Auditors will be performing the 2012-2013 compliance audit as per federal regulations.

   **Budget – Additional Item: GSPF**

   Staff are waiting to hear back regarding the GSPF Grant extension; it is with the Minister for signature.
3. **Scope – RFP for the Rail Station**

The work to deconstruct and relocate the rail station building is underway. Staff have completed some photo documentation of the existing building for City records.

**Scope – Status of RFP**

The evaluation to select a preferred proponent is underway. Once the preferred proponent has been determined, staff will make the appropriate recommendation to Council in an in-camera Special Council meeting.

**Scope - Communications**

All project documentation posted on the JSB website it up to date.

Staff are working to ensure efficient JSB records management.

4. **Timeline – Next Steps of the RFP**

Once determined, the recommendation of the preferred proponent to Council will be conducted in an in-camera Special Council meeting.
**Johnson Street Bridge Project**

**JSB Steering Committee**

**Date:** Tuesday, November 20, 2012  
**Time:** 9:00 to 10:00 AM  
**Place:** Victoria City Hall – Committee Room 2

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**MEETING NOTES**

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**Attendance**

**Staff:** Dwayne Kalynchuk, Peter Sparanese, Ken Jarvela, Gail Stephens, Tom Zworski, Katie Josephson, Brenda Warner, Laura Baker (Minutes)

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1. **Review of Minutes**

Minutes from October 23, 2012 and November 6, 2012 were distributed and reviewed by staff.

2. **Budget – Co-Management Meeting**

The City is to update the cash flow for December 1, 2012; or if appropriate, early in the new year.

3. **Scope – Preferred Proposal**

City staff, MMM, and PCL are working towards a fixed price contract.

**Scope - Communications**

Communications is working towards a stakeholder engagement plan. Dwayne will send Katie a copy of the proposed construction schedule to assist this process.

The City will submit a list of possible joint media events to Transport Canada.

**Scope – Additional Item: Section 14**

Legal advice

**Scope – Additional Item: TELUS Duct**

The City will register the new TELUS easement and transfer the duct to TELUS.
Johnson Street Bridge Project

Scope – Additional Item: 203 Harbour Road

The City is continuing discussions with Ralmax regarding the lease of 203 Harbour Road.

Scope – Additional Item: JSB Website

Final design drawings will be posted on the website when they become available.

4. Timeline – Next Steps

No action items.

Timeline – Additional Item: Public Art

Communications will follow up with Parks, Recreation, and Culture regarding the public art process and schedule.
JSB Steering Committee

Date: Tuesday, December 4, 2012
Time: 9:00 to 10:00 AM
Place: Victoria City Hall – Committee Room 2

MEETING NOTES

Attendance

Staff: Dwayne Kalynchuk, Peter Sparanese, Ken Jarvela, Gail Stephens, Tom Zworski, Bridget Frewer, Brenda Warner, Laura Baker (Minutes)
Regrets: Katie Josephson

1. Review of Meeting Notes

Meeting notes from October 23, 2012 and November 6, 2012 were adopted.

Approval of the meeting notes from November 20, 2012 was deferred to the next meeting.

2. Budget – Continuing Negotiations Toward a Fixed Price Contract

Mid-December is the target for the fixed price contract. The contingency will be reviewed with PCL.

The project budget will be reviewed.

Project finance support will be reviewed.

ACN insurance coverage will be reviewed by the City.

3. Scope – Optimizations

The preferred proponent’s optimizations are being reviewed.

Scope – Contract

Staff will schedule a Special Closed Council meeting regarding the contract status.
Scope – Communications

Communications to develop a communications plan regarding the construction schedule.

Public art will be addressed once the fixed price contract has been approved by Council.

4. Timeline – Fixed Price Contract

The award of the fixed price contract is to be announced publicly at a GPC meeting once approved.