



City of Richmond

Report to Committee

To: General Purposes Committee

Date: January 6, 2025

From: Martin Younis, B. Eng., M. Eng.
Director, Facilities and Project Development

File: 06-2052-25-WYAR1/Vol 01




Re: **Terms of Reference - Major Construction Projects Oversight Committee**

Staff Recommendations

1. That the “Terms of Reference - Major Construction Projects Oversight Committee”, dated January 6, 2025, from the Director, Facilities and Project Development, be approved;
2. That Council appoint a Council-liaison to the Major Construction Projects Oversight Committee;
3. That the Works Yard Replacement Project be referred to the Major Construction Projects Oversight Committee; and
4. That the recruitment for members of the Major Construction Oversight Committee occurs as soon as possible and that staff report back to Council with recommended appointees.

Martin Younis, B. Eng., M. Eng.
Director, Facilities and Project Development
(604-204-8501)

Att. 1

REPORT CONCURRENCE		
ROUTED TO: Business Services Finance	CONCURRENCE <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	CONCURRENCE OF DEPUTY CAO 
SENIOR STAFF REPORT REVIEW	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

At the December 16, 2024, General Purposes Committee meeting, Committee adopted the following referral motion:

That staff be directed to develop Terms of Reference for an Oversight Committee for the Works Yard Replacement Project.

The purpose of this report is to address the referral by outlining terms of reference for a Major Construction Projects Oversight Committee, that will complement existing procedures and processes, for Council's endorsement. The Works Yard Replacement Project is recommended to be referred to the Major Construction Projects Oversight Committee.

This report supports Council's Strategic Plan 2022-2026 Focus Area #3 A Safe and Prepared Community:

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

3.1 Advance proactive, sustainable, and accelerated flood protection in collaboration with other governments and agencies.

3.3 Ensure the community is collectively prepared for emergencies and potential disasters.

3.4 Ensure civic infrastructure, assets and resources are effectively maintained and continue to meet the needs of the community as it grows.

This report supports Council's Strategic Plan 2022-2026 Focus Area #4 Responsible Financial Management and Governance:

Responsible financial management and efficient use of public resources to meet the needs of the community.

4.1 Ensure effective financial planning to support a sustainable future for the City.

4.2 Seek improvements and efficiencies in all aspects of City business.

4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.

Background

At the Open Council Meeting on July 10, 2023, it was announced that the existing Lynas Lane location will be the site for replacement of the Works Yard. The Works Yard is critical to operations, emergency response and disaster recovery, supporting services, equipment and material that are fundamental for the operations and maintenance of the City's infrastructure. The Works Yard is essential to maintaining the City's ability to respond and recover when events and incidents occur that may impact community safety.

The project is in the advanced planning/program development and enabling works stages, where space requirements, budget, schedule, form and phasing plans, underground utility relocations in the Phase 1 construction zone, site condition investigations and ground improvement works are being determined. To date, \$100 million has been approved by Council for the project. The project will be delivered in multiple phases over 7 to 10 years, during which full operations will be maintained.

Analysis

The City takes a comprehensive approach to maintaining and constantly improving how projects are managed and delivered. There are multiple layers of accountability and transparency built into the City's capital management and delivery process that are essential to creating successful outcomes. A Major Construction Projects Oversight Committee ("Oversight Committee") will add an additional layer of oversight to the Works Yard Replacement Project.

The Oversight Committee will provide oversight review of the project plans and programs, providing advice to the project team for:

- Value for money spent within the Council-approved direction for the project;
- Best practices; and
- Compliance with Council-approved project goals including Project guiding principles.

Terms of Reference (Attachment 1) have been developed for the Oversight Committee to provide the best value to the City and complement existing procedures related to major project governance and oversight.

Senior-level subject matter experts and consultants in current peer review roles with the City are compensated for their services. In alignment with this, staff recommend a rate of \$500 per meeting for subject matter expert members.

Financial Impact

Costs associated with the Oversight Committee remuneration would be funded within existing budgets.

Next Steps

Staff will conduct a public call and targeted recruitment for membership of the Oversight Committee and bring forward applicant assessments and recommendations for Council consideration.

The Works Yard Replacement Project is currently advancing to the program approval stage. The Oversight Committee will be convened as soon as possible to review the program options to ensure this is brought to Council in a timely manner.

Conclusion

The City will continue to apply established, rigorous processes for major capital construction projects compliance with the project deliverables, budget and schedule. The proposed Major Construction Projects Oversight Committee will augment and enhance existing project management and delivery.



Martin Younis, B. Eng., M. Eng.
Director, Facilities and Project Development
(604-204-8501)

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Att. 1: Terms of Reference – Major Constructions Projects Oversight Committee

Terms of Reference – Major Construction Projects Oversight Committee

Purpose

The purpose of the Major Construction Projects Oversight Committee (the “Committee”) is to provide independent advice, input and feedback at key milestones during the planning, design development and construction phases of the Project (the “Project”).

Role of Committee

Members of the Committee will focus and provide input on the following:

- The project scope meets the requirements per the Council Strategic Plan or Council-approved program.
- The project budget and schedule aligns with the scope of work.
- Tracking progress – compare critical project milestones to the fundamental elements of scope, schedule, and budget to the baseline.

Committee members are to act within the Council-approved direction for the project. Should the Committee have recommendations outside the Council-approved program staff may present these to Council for consideration. It is Council that must approve any material changes to the project scope, schedule, or budget that may ensue from this input.

Committee members are to act in the best interests of the community.

Membership

Membership shall consist of:

- Three to five (3-5) Subject Matter Experts who have relevant, project-specific experience.

A Council liaison will be appointed by Richmond City Council. The Director, Facilities and Project Development will be the designated Staff Liaison.

Subject Matter Expert Committee members will be remunerated \$500 per committee meeting.

Membership Selection

Staff will conduct a public call and targeted recruitment for membership of the Committee for Council consideration and approval.

Candidates will be chosen to reflect executive-level experience in fields such as construction, architecture, engineering, finance, construction management, or law.

Term of Office

- Two-years for the Chair and Committee members, with appointments reviewed bi-annually.

Procedures and Meetings

- The members of the Committee will choose a Chair and a Vice Chair.
- Meetings will be held on a quarterly basis or at the call of the Chair.
- A quorum will be a majority of members.
- Members of the Committee will make every effort to attend. If a member is to miss a meeting, no alternate is required.
- Copies of the agenda and record of the previous meeting will be circulated to the Committee members.
- The City will provide the Committee with staff support for the preparation of minutes and agendas.
- Other City staff, consultants or contractors may attend meetings and provide technical support as required.

Conflict of Interest:

A conflict of interest exists if a Committee member is a director, member or employee of an organization seeking to benefit from the City or if the Committee member has a direct or indirect pecuniary (financial) interest in the outcome of Committee deliberations.

Committee members who have a conflict of interest with a topic being discussed shall declare the conflict, describe the nature of the conflict, leave the room prior to any discussions and shall refrain from further comments. Committee members are not permitted to directly or indirectly benefit from their participation on the Committee during their tenure and for a period of twelve (12) months following their term(s).

Professionalism:

Committee members are expected to act in accordance with the City's Respectful Workplace Policy (Policy 6800), including being respectful towards others members.

Committee members must devote the necessary time and effort to prepare for meetings, arrive at meetings on time and provide feedback consistent with the Committee's mandate. Any Committee member who is absent for three (3) meetings of the Committee without reason satisfactory to the Committee may be removed from the Committee.

Reporting and Social Media:

The Committee members may not represent themselves as having any authority beyond that delegated in the Terms of Reference approved by Council. Items will be presented to the Committee if referred by Council or staff and the standard process of communication is through staff to Council. Committee members may communicate directly to Council but may not share confidential information regarding the project with the media. All information discussed during Committee is considered confidential unless expressly noted otherwise.

Any use of social media must, as with all other forms of communication, meet principles of integrity, professionalism and privacy.

Should a Committee member violate the Code of Conduct or act outside the Terms of Reference, the Committee member may be removed from the Committee

Committee members serve at the pleasure of Richmond City Council. Council may amend these Terms of Reference at its discretion.