

**MEMORANDUM OF UNDERSTANDING  
REGARDING RICHMOND SCHOOL DISTRICT  
RICHMOND CAPITAL PROJECT TEAM**

(This "**Agreement**") is made and is in effect as of May 31, 2018

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE OF BRITISH COLUMBIA, as  
represented by the Minister of Education (the "**Province**")

AND:

THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 38 (RICHMOND), (the  
Richmond School District)

**1. Context and Scope**

- 1.1 The Province and the Richmond School District (individually, a "Party" and collectively, the "Parties"), have committed to establishing a Richmond Project Team ("RPT") within the Richmond School District with oversight by an Executive Project Board with the primary objective to:
  - a) define the immediate priority capital investment requirements for seismic mitigation of schools that also aligns with the School District's strategic vision for supporting learning as identified in the Long Range Facilities and Education Plan and the Five-Year Capital Plan;
  - b) develop the business cases for priority capital investments that include options assessment, scope definition, cost estimates and proposed construction scheduling;
  - c) reduce the reliance on temporary modular classrooms where permanent classroom space is required.
- 1.2 The purpose of this Memorandum of Understanding ("MOU") is to define the roles and responsibilities of the RPT, the Richmond School District, the Executive Project Board and the Ministry of Education and define the terms of the agreement, as well as the funding mechanism.
- 1.3 The term of this agreement is for five years from the date of execution at which point the achievements of the capital project team will be reviewed by government and the Richmond School District and assessed to determine if the MOU should be renewed.
- 1.4 Either party may terminate this agreement on at least ninety days written notice to the other Party.

## 2. **Roles and Responsibilities**

- 2.1 The RPT will be a group of dedicated staff within the Richmond School District, under the direction of an Executive Project Board, for the purpose of planning, scoping, engineering, designing, costing, procuring, and delivering new schools, major school expansion and seismic mitigation projects.
- 2.2 The RPT will report to an Executive Project Board that will be comprised of a representative from Partnerships BC, the Superintendent and the Secretary Treasurer from the Richmond School District, and the Assistant Deputy Minister, Resource Management and Executive Financial Office Division, from the Ministry of Education. All project decisions will be based upon consensus of the Executive Project Board.
- 2.3 The existence of the RPT and Executive Project Board does not negate the responsibilities and authorities of either the Richmond School District or the Ministry of Education as defined in the School Act.
- 2.4 The Ministry of Education is responsible for:
- providing secretariat services for the Executive Project Board;
  - setting the building area standards and costing schedules for school design and construction;
  - setting the standard for PDR (Project Definition Report = business case) development;
  - responding to the Richmond School District capital plan submission with identified supported projects and next steps clearly outlined;
  - ensuring the Richmond School District and RPT understand the project development and approval process including timelines;
  - reviewing PDRs at key milestones and providing feedback to the RPT and Richmond School District in a timely manner;
  - informing the RPT and Richmond School District of notional capital plan funding to guide the timing of project delivery;
  - setting target timelines for completed PDR submissions that align with capital funding availability;
  - approving project funding and notifying the Richmond School District and capital project team of any anticipated delays in project approval;
  - reviewing and deciding on claims for additional funding;
  - reviewing and deciding on claims for Reserves (below the line) funds; and
  - determining timing for project announcements and informing the Richmond School District and the RPT.

2.5 The Richmond School District is responsible for:

- ensuring that project management fees provided through capital project budgets are directed to the capital project team;
- providing accurate and timely project cost tracking and forecasting monthly for both project costs and RPT costs to the Executive Project Board;
- developing and maintaining a Long Range Facilities Plan that clearly guides the priorities of the capital project team;
- providing a capital plan annually to the Ministry of Education that reflects the major capital priorities within the long range facilities plan;
- informing the RPT of stakeholder issues that should be considered within the development and delivery of the project;
- ensuring that the RPT delivers projects within the approved scope, schedule and budget;
- reviewing PDRs at key milestones to ensure they meet the needs of the Richmond School District, and providing feedback to the capital project team in a timely manner;
- verifying and approving expenditures, construction claims and requests for access to contingencies of the capital project team prior to final submission to the Ministry;
- acquiring appropriate Richmond School District approvals and ensuring the RPT and Ministry understand the Richmond School District's approval process; and
- reviewing, verifying and forwarding to the Ministry monthly project cost tracking and forecasting and ensuring accurate and timely COA draws.

2.6 The RPT is responsible for:

- providing draft materials for Executive Project Board meetings to the Secretariat at least two weeks in advance of meetings;
- ensuring their efforts support the capital priorities identified by the Richmond School District;
- developing projects within the standards and policies set by the Ministry and the Richmond School District;
- developing projects to match the notional capital plan funding identified by Ministry and the Long Range Facilities Plan set by Richmond School District;
- providing factual, evidence based PDRs at key milestones for feedback and decision;
- ensuring the development of an accurate scope, schedule, and budget, with appropriate, industry-based cost escalation and risk cost estimates reliable for the duration of the project schedule;

- providing a final fully developed PDR to the Richmond School District for submission to the Ministry of Education for funding approval with a cover letter verifying the PDR is complete and the information provided is accurate;
- managing the delivery of the project within the approved scope, schedule and budget;
- seeking to resolve issues locally while ensuring timely reporting to both the Executive Project Board as required and as issues arise;
- immediately notifying the Executive Project Board of issues that may materially affect the scope, schedule or budget of a project;
- maintaining all project records and documentation relating to scope, schedule, budget or other issues that arise; and
- providing all required supporting documentation to enable the Executive Project Board, the Richmond School District and Ministry to make timely and informed decisions.

### 3. **Terms and Conditions**

- 3.1 The RPT will manage the development and delivery of the Major Capital and Seismic Mitigation projects in the Richmond School District as outlined above.
- 3.2 The RPT shall be led by the Project Director, who will receive direction from the Executive Project Board on issues related to the planning and implementation of major capital and seismic mitigation projects in the Richmond School District.
- 3.3 Recommendations concerning individual projects agreed upon by the Executive Project Board will be forwarded to the Richmond School District and the Province for approval, as required.
- 3.4 The RPT's budget shall be approved by the Executive Project Board and funded through a cost recovery from the approved Richmond capital project budgets and operated as part of the Richmond School District. The Executive Project Board will approve the annual RPT budget and review it on a quarterly basis. The staffing complement of the RPT is directly proportional to the amount of project recoveries and the RPT's costs cannot exceed the cost recovery amount. The Richmond School District is accountable for ensuring all costs are reported in accordance with accounting policy.
- 3.5 The RPT will provide for all costs, for example layoff costs related to the closure or downsizing of the RPT, which will be approved by the Executive Project Board and funded through cost recovery from the capital project budgets. Capital project budgets will be approved by the Ministry at an appropriate level to cover all costs as described above. The RPT may consist of a Project Director, and a team with finance, project management, and other expertise that would be approved by the Executive Project Board. The RPT will augment the



core team with consultant engineering, planning, environmental, architectural experts, and other professionals as and when needed. The Executive Project Board shall be responsible for developing the qualifications and criteria required for the Project Director position. The Executive Project Board will conduct annual performance evaluations.

- 3.6 The Project Director shall be responsible for staffing the RPT. RPT staff, including the Project Director, will be employees of the Richmond School District. The RPT staff is intended to augment the existing staff of the Richmond School District with the sole focus of developing, defining and delivering major capital and seismic mitigation projects for the Richmond School District.
- 3.7 The RPT is to develop a major capital seismic project implementation schedule, for approval by the Richmond School District and the Province that enables the Richmond School District to accelerate major capital seismic mitigation projects.
- 3.8 The Richmond School District is subject to legislative requirements including the Financial Administration Act, which makes that obligation subject to an appropriation being available in the fiscal year of the Province during which payment becomes due.

Name: Honourable Rob Fleming

Title: Minister of Education  
Ministry of Education



Name: Dr. Eric Yung

Title: Chairperson  
School District No. 38 (Richmond)

