

August 3, 2021

Laurel McCreight MCIP, RPP
Planner II
Planning Services
Planning, Infrastructure & Economic Development Department
110 Laurier Avenue West, 4th Floor
Ottawa ON K1P 1J1

sent by email: Kanatalakes@ottawa.ca

Dear Ms. McCreight:

RE: Rezoning File #D02-02-19-0123; Subdivision Application #D07-16-19-0026
7000 Campeau Drive – Environmental Site Assessment

Blue Cay Consulting has been retained by the Kanata Greenspace Protection Coalition (KGPC) to provide it with advice and guidance on the environmental issues arising from the development applications filed for 7000 Campeau Drive (the subject property).

I am an environmental engineer whose technical work has focused on investigation, remediation, and due diligence in property transactions. I am a Qualified Person for environmental site assessments under Ontario Regulation 153/04 (O.Reg. 153/04), as amended. A copy of my resume is attached to this letter for your reference.

As part of the rezoning submissions, the consultant for ClubLink, Paterson Group Inc., has submitted a series of reports that are intended to characterize the environmental conditions on the property. The most recent reports and updates are dated January, 2021.

My comments in this letter focus on an underlying scoping concern. It is my opinion that the Phase 1 ESA does not meet the requirements of the regulation and relevant standards because the historical use and development of the property was neither properly considered nor investigated.

O.Reg. 153/04 and CSA Standard Z768-01¹ are both very clear and use plain language to instruct the user as to the scope of interviews completed for the Phase 1 ESA.

O.Reg. 153/04, Schedule D, Part III - Interviews

Persons with specific knowledge

7. (1) Where the phase one property is an enhanced investigation property, the owner of the property shall provide to the qualified person the information in the owner's possession or control concerning persons with detailed knowledge of site activities with respect to any use or

¹ These are the documents that The Paterson Group has stated they have prepared their reports to be in "general accordance with" or "complied with".

activity described in subsection 32 (1) of the regulation which is currently or was formerly being carried on at the phase one property.

(2) The qualified person shall make all reasonable efforts to ensure that at least one person with detailed knowledge of site activities identified under subsection (1) is present during the site reconnaissance component of the phase one environmental site assessment.

CSA Standard Z768-01

7.3 Interviews

7.3.1 Purpose

The purpose of the interviews is to corroborate or augment the information gathered in the records review. The interview can also corroborate information from the site visit or provide information useful for planning the site visit.

7.3.2 Content

The questions to be asked in interviews pertain to current and past activities and events that may affect environmental conditions at the subject property. The questions should pertain to the applicable items detailed in Clauses 7.1 (records review) and 7.2 (site visit).

In its Phase I – Environmental Site Assessment dated December 11, 2018 (updated January 18, 2021), The Paterson Group concluded in Section 4.0 that, “the Phase I Property is considered to have been first developed as a golf course in 1965.”

In its interviews completed for the Phase I ESA, Paterson Group interviewed the Regional Director of Operations at ClubLink and also the golf course superintendent. The interviews focused on then-current operations and confirming what had been discovered in the document reviews.

The Phase I ESA also includes an analysis of aerial photographs from 1945, 1976, 1984, 1990, 1999, 2008, and 2017.

Other than the commentary on the aerial photographs, there does not appear to be any information gathered during the preparation of the Phase I ESA relevant to the initial development of the 9-hole golf course on the Site, the practices employed at that 9-hole course in the 1960s and beyond including pesticide use, management, fuel dispensing, etc. The same comment is relevant to the construction of the remaining portions of the golf course in the 1990s. While the content of the Phase I ESA relative to current operations appears to be appropriate, the lack of information covering a nearly 30-year period is an important gap in the information needed to complete the study. This information is needed to understand what the potential environmental issues/areas of potential environmental concern might be at the site, provide necessary information to the scope of any Phase II investigations, and aid in interpreting and understanding the soil and water quality data for the site.

The practices used in the period 1965 – early 1990s to manage turf, store, apply, and dispose of pesticides, and to store and manage fuel were undoubtedly different than the practices employed today. It is important to capture this historic lens or potential environmental impacts could go unidentified and potentially become significant issues at a later date.

The impact of this information gap is that potentially contaminating activities and areas of potential environmental concern may not be identified and may not be addressed in the assessment when in reality they need to be considered in order for the characterization of the site to be complete. In other words, this information is necessary to properly scope the Phase II ESA and to properly complete the conceptual model that is an essential component of the ESA.

In my experience, on larger properties where there is a lack of information covering an extended period, the information gaps are filled by:

1. Locating individuals with personal experience on the property (former employees, former owners, construction contractors, etc.) and completing interviews with those individuals, focusing on the historical time period in question.
2. Using aerial photographs as part of the interview process and inspecting the photos in stereo pairs to detect surface abnormalities.

This does not represent all of my comments on the environmental documents but they do represent a fundamental concern that the Phase I-ESA cannot be considered complete until these historical use and practice issues are addressed.

Yours truly,

A handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Stephen M. Quigley
President
Blue Cay Consulting Ltd.

Stephen M Quigley, P.Eng, P.E.

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PROFESSIONAL PROFILE

I am a technical specialist and an engineer with a career built on future-thinking client advocacy and transaction support. I bring a diverse experience in environmental engineering and consulting with me to my tenure as a business manager. I have deep roots in remediation, compliance, and due diligence. As a business leader, I am authentic team builder who has built effective strategies and made sound decisions that produced excellent results. I pride myself in being an analytical thinker, honest, ethical, collegial and hard-working influencer – these are the words that others have used to describe me.

I spent the bulk of my technical career delivering complicated technical solutions to clients with environmental problems. Those projects could last decades—such as the clean-up of a chemical plant in Elmira, a project I started on in 1989. My projects and clients have been through the US and Canada. I have international experience in project and business management.

I have been and continue to act as an expert witness, a litigation consultant, and an expert in mediation/arbitration. My clients have relied on my expertise and management experience to help to guide litigation strategy, remediation contracting, dispute resolution, and deal making.

CORE COMPETENCIES

- Collaborative leader and team builder – change manager
- Executive and organizational communications
- Governance
- Cultural integration/transition management
- Strategic analyses, strategy development and scenario-based analyses
- Sustainable solutions and life cycle cost analyses; resilience planning
- Contamination assessment and remediation/compliance
- Liability and probabilistic/statistical analyses
- Due diligence and liability transfer
- Litigation support and mediation
- Business alternatives and financial feasibility analyses

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PROFESSIONAL EXPERIENCE

Management Consultant

Blue Cay Consulting Ltd.

Sept. 2019 - Present

PRIMARY FUNCTIONS:

Providing strategic management and investment advice to both professional service firms and disruptive businesses. Litigation consulting/expert witness roles. Advisor to Private Equity investors.

- Accomplishments**
- ▶ Conducted business analyses and supported the acquisition of a radio nuclide nuclear waste water treatment technology firm in South Carolina for a private equity investor
 - ▶ Consulted to a consulting engineering firm on business growth strategy and direction in several markets in Canada and the United States
 - ▶ Completed a market analysis and alternatives analysis for entry into targeted services in a US region for a Canadian engineering firm
 - ▶ Provided compliance oversight services related to engineering laws and regulations in the United States
 - ▶ Consulted to private equity firms on an as needed basis to review confidential information memoranda on businesses for sale
 - ▶ Speaker at an employee ownership conference on matters related to transition in ownership

President/North American Executive General Manager, Canada

October 2017 – Sept. 2019

President/North American Executive General Manager

GHD

May 2015 – October 2017

PRIMARY FUNCTIONS:

As part of GHD's Global Executive Management Group, responsible for the profitability and growth of operations in North America. In October 2017, began shared responsibility for execution of the business plan and overall management of the business with a General Manager based in the US.

Overall management responsibilities include:

- Strategic Development
- Financial Performance
- Risk Management

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- People/HR, including culture, diversity, and ways of working
- Business Development, CRM, marketing, and communications

Accomplishments

- Project work focused on strategic project management, client relationships, and expert witness roles.
- Integrated member of the global management team, delivering an on-budget performance, coupled with significant organic growth and geographic expansion
- As part of integration, developed the strategic direction for the North American Business under the umbrella of the overall global strategy. The strategy was founded on a diversification and growth vision, both in terms of markets and geographies, with a focus on diversity in talent and significant changes in the ways of working in our industry
- Once the strategy was set, developed an effective North American Leadership Team after developing and introducing the structure in 2016, including the development of a leadership succession plan and leadership development program
- Executed the strategic plan and diversification strategy for the North American Business. Performance improved following a difficult economic period and aggressive investment in the business
 - Delivered ~10% EBITA margin while investing and diversifying the business
 - Most recent significant notable results
 - Completed investment in new talent while managing workforce in lower performing businesses
 - Gross revenue ahead approximately 20% ahead of the prior year
 - Net revenue 15% ahead of the prior year
 - Backlog increased 20% year over year with nearly a year's backlog on the books
- Developed a comprehensive CRM program, including the deployment of North American Client Service Awards as part of the GHD global program
- Completed two "tuck-in" acquisitions
- Developed the vision for and deployed the GHD flagship facility in Waterloo, Ontario, housing 600 staff and regarded as one of the most advanced and agile engineering spaces in Canada

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- ▶ Further develop GHD's air quality services capability by expanding source testing capabilities, developing the greenhouse gas emissions inventory market in California, and implementing an automated permit application system in Texas, which was approved by the Texas state regulators.
- ▶ Was the partner in charge of developing the Conestoga-Rovers & Associates (see below) air quality business including completing an acquisition of a stack testing firm to supplement the scope of services. Integrated these services into GHD and developed them further by developing a compliance framework that was endorsed by the UNFCCC and approved by US certifying bodies. Completed major greenhouse gas emission inventory projects outside of North America

Principal, Co-Chair North American Executive Committee (NAEC)

GHD

July 2014 – May 2015

Following the merger between GHD and CRA, co-chaired the NAEC. The NAEC oversaw the integration of the two businesses and prepared for the July 2015 amalgamation of the businesses into one operating entity. The integration program covered all facets of the business and was handled such that the North American business delivered record profits in the year ending June 30, 2015. Began to develop the vision and strategy for the growth and diversification of the business.

Continued to actively manage a small number of large engineering projects.

Principal and Corporate Secretary

Conestoga-Rovers & Associates

January 2008 – July 2014

Part of the management team that set the overall merger intent, then developed, proposed, and executed on the merger with GHD. EFCG has referred to the CRA/GHD merger as the "most unusual merger ever completed in our industry." Responsible for the negotiation and completion of the merger agreement, integration of the legal operations, consolidation of the insurance coverage, and communication/socialization of the merger concept and agreement with CRA Principals, Associates, and employees.

In the year prior to the merger, developed and executed a plan to reconstruct and revise the formula used to value CRA shares. The plan received approval of 100% of the CRA shareholders and resulted in a platform that facilitated the merger with GHD, which was not in the pipeline when the restructuring took place.

As Corporate Secretary, in addition to normal secretarial duties, responsible for Legal and Risk Management, Insurance, Business Development, Marketing, and Communications. Managed large

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portions of the CRA practice and geography. Over time, management responsibilities included the NE United States, the Southern United States, the Air Quality Resources group, the Risk Assessment Services Group, and large, integrated project teams.

Shareholder/Partner/Principal, Executive Committee Member

Conestoga-Rovers & Associates

January 2001 – December 2007

Appointed as a member of the CRA Executive Committee that was charged with the task of transitioning management and control of the CRA business from its founder, Frank Rovers, to the next generation of management. Responsibilities in this time frame were consistent with those described above.

Significant business developer.

Shareholder/Partner

Conestoga-Rovers & Associates

January 1996 – December 2000

Appointed as a CRA Partner effective January 1996. As the 12th partner in the business, was an active participant in the growth and diversification that occurred in the late 1990s and 2000s.

Developed and implemented a strategy to ensure CRA's compliance with US professional engineering licensing requirements. The strategy was based upon driving junior Canadian engineering staff to become licensed in the US. This resulted in more than 250 Canadian engineers with dual licensure (Canada/US).

Continued to drive technical project performance, client relationships, and business volume.

Associate and Project Manager

Conestoga-Rovers & Associates

January 1994 – December 1995

Appointed as a CRA Associate effective January 1994.

Opened CRA's office in Phoenix Arizona and managed a significant developing practice in that state while maintaining a significant project and client relationship in Ontario, Canada.

Project Manager

Conestoga-Rovers & Associates

July 1990 – December 1993

Project Engineer

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Conestoga-Rovers & Associates

February 1989 – July 1990

Quality Assurance Analyst, Division Manager – HSE, Production Supervisor and Project Engineer – Fatty Acids

Canada Packers, Chemicals Division

1984 – 1989

Canada Packers was in the specialty chemicals business and my role started out in the laboratory, followed by management of the Health, Safety, and Environment function for 9 facilities. This was followed by a voluntary move to a production facility to gain experience in production scheduling, control, and labor relations.

PROFESSIONAL DESIGNATIONS

- P.Eng in Ontario and Newfoundland & Labrador, QPesa in Ontario
- P.E. in Arizona, Delaware, Maryland, and New Hampshire

EDUCATION AND TRAINING

- 2017 – GHD Global Executive Development Program
- 2016 – Leading Professional Service Firms, Residential Program, Harvard Business School
- 1985 – Bachelor of Technology, Chemical Engineering, Ryerson – Gold Medal Recipient