

# Highway 91/17 and Deltaport Way Upgrade Project

MONTHLY STATUS REPORT  
November 2018

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## **FOREWORD TO MONTHLY STATUS REPORT**

### **Project Governance**

The Province, in partnership with the Government of Canada, the Vancouver Fraser Port Authority, and Tsawwassen First Nation is investing \$245 million in Delta-area highway upgrades to improve safety and support growing economic and trade development south of the Fraser River.

The Highway 91/17 and Deltaport Way Upgrade Project (the Project) is a combination of upgrades to existing Highway 91, Highway 17, Highway 91 Connector, Deltaport Way and 27B Avenue to improve travel safety and efficiency.

The Ministry of Transportation and Infrastructure (the Ministry) is delivering the Project.

### **Leadership**

The Ministry is committed to delivering the Project on time and budget. Project Team expertise includes senior advisors, senior project management and engineering professionals and subject matter experts across all disciplines.

### **Framework for Success**


The Project is being delivered within a framework that ensures adequate planning, guidance, and controls are in place for all aspects of Project activity. Planning is based on industry best practices, accepted principles, standards, policies and risk-based thinking.


A Design-Build approach for the Highway 91, Highway 91 Connector, and Highway 17 segments best realizes the Project objectives. This approach allows for greater potential for integrated design and construction given the geographic constraints of the area, greater efficiency and economies of scale in construction and traffic management, and minimizes the risk of multiple contracts and contractors.


A Design-Bid-Build approach best suits the size and scope of the 27B Avenue and Deltaport Way segments and allows better coordination with funding partners and the Tsawwassen First Nation, who is the 27B Avenue road authority.

Stringent reviews during planning and development will ensure a rigorous system is in place and all Project requirements are met, including internal reviews to confirm compliance, documentation, progress and performance throughout the lifecycle of the Project.

**PROJECT STATUS DASHBOARD**

Scope	Status*
<ul style="list-style-type: none"> <li>• Hwy 91/17 Component Scope includes:                             <ul style="list-style-type: none"> <li>○ Removing two signalized intersections on the Highway 91 Connector</li> <li>○ Constructing three new interchanges</li> <li>○ New flyovers/grade-separation</li> <li>○ 20 lane-kilometres of upgrades</li> <li>○ 15 lane-kilometres of new roadway structures</li> <li>○ Improved municipal connections</li> </ul> </li> <li>• 27B Avenue Component scope includes:                             <ul style="list-style-type: none"> <li>○ Roadway widening and upgrading to support heavy truck volumes</li> <li>○ Installation of a multi-use path between 41B Street and Deltaport Way</li> <li>○ Upgrades to improve access to industrial lands from 27B Avenue between Deltaport Way and 41B Street</li> </ul> </li> <li>• Deltaport Way Component scope includes:                             <ul style="list-style-type: none"> <li>○ Lengthened merge lane from 27B Avenue to Deltaport Way</li> <li>○ New pavement and line markings</li> </ul> </li> </ul>	

Schedule	Status*
<p><b>All key Project activities are proceeding on schedule.</b></p> <ul style="list-style-type: none"> <li>• <b>Consultation and Engagement</b> <ul style="list-style-type: none"> <li>○ Project webpage launched in February 2018</li> <li>○ Project information email established in March 2018</li> <li>○ Project information phone line established in April 2018</li> <li>○ Public open house held on June 28, 2018</li> <li>○ Engagement summary report was released in September 2018</li> <li>○ Topic specific consultation with key stakeholder groups is ongoing</li> </ul> </li> <li>• <b>Project Development</b> <ul style="list-style-type: none"> <li>○ Engineering, traffic, geotechnical and other studies are being completed to further inform the reference concept in support of the procurement process</li> </ul> </li> <li>• <b>Procurement</b> <ul style="list-style-type: none"> <li>○ RFQ Responses were submitted on November 1, 2018.</li> <li>○ RFQ Evaluations were completed by the end of November 2018.</li> </ul> </li> <li>• <b>Environment</b> <ul style="list-style-type: none"> <li>○ Overview Environmental Effects Assessment is underway</li> <li>○ Agricultural Land Commission (ALC) application accepted with conditions.</li> </ul> </li> </ul>	

Budget	Status*
<ul style="list-style-type: none"> <li>• The Project has an approved capital budget of \$245 million and continues to track on budget with costs to date of \$22M.</li> </ul>	

*\*Status legend: Green: On track / Yellow: Manageable variance, mitigation underway / Red: Significant scope/schedule/budget variance*

## **Report Structure**

The following table provides a brief description of the contents of this report.

1. Introduction	<ul style="list-style-type: none"><li>• Project overview, goals, key milestones achieved and current month highlights</li></ul>
2. Schedule	<ul style="list-style-type: none"><li>• High-level Project schedule including major milestones and deliverables</li></ul>
3. Project Management	<ul style="list-style-type: none"><li>• Objectives, monthly accomplishments and upcoming activities related to Safety, Quality and Project Controls</li></ul>
4. Project Development	<ul style="list-style-type: none"><li>• Scope, monthly accomplishments and upcoming activities for each of the major Project disciplines: Stakeholder Engagement, Environment, Agriculture, Indigenous Groups, Procurement, Engineering, Construction and Property</li></ul>
5. Cost Report	<ul style="list-style-type: none"><li>• Fiscal year cost summary</li></ul>
6. Risk Management	<ul style="list-style-type: none"><li>• Key risks and risk management strategies</li></ul>

## 1. INTRODUCTION

### Project Overview

The Highway 91/17 and Deltaport Way Upgrade Project is a combination of improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety, reliability and efficiency. These upgrades will improve local and commercial travel time and reliability in the area, reduce conflicts between commercial vehicles and other traffic, and support community and economic development. The Highway 91/17 components also complement the recently completed 72<sup>nd</sup> Avenue Interchange Project and the Alex Fraser Bridge Project currently underway.

The Project is being funded by the Province of British Columbia, the National Infrastructure Component of the New Building Canada Fund, the Vancouver Fraser Port Authority and the Tsawwassen First Nation, and is being delivered by the Ministry.

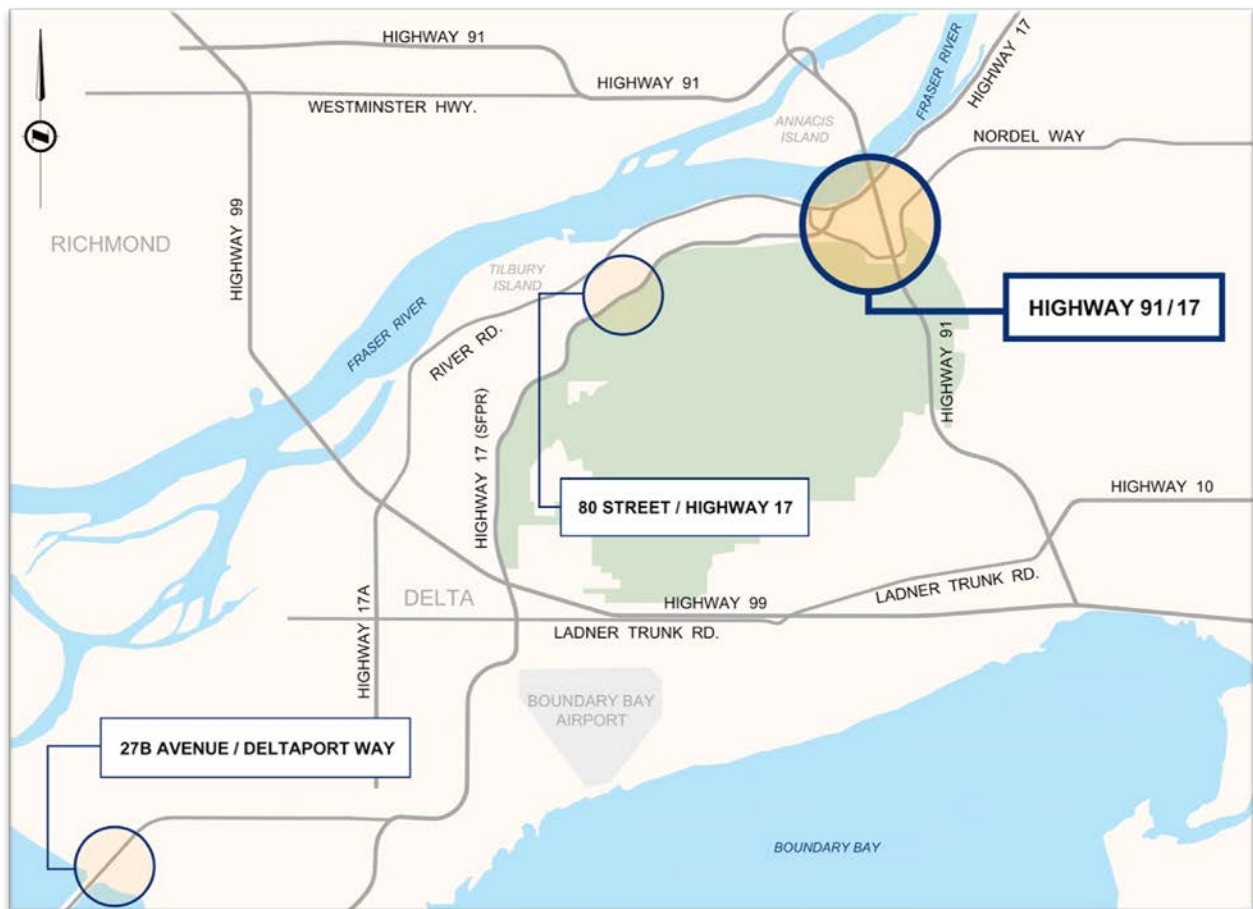


Figure 1 – Project Map

## Project Goals

The Project will:

- Improve travel time and reliability through Delta, with congestion-reduction travel time savings.
- Improve traffic safety for goods movers and the travelling public, with lowered collision risk and better operating hours at the Nordel commercial vehicle inspection facility.
- Support community and economic development, with better access to employment areas, faster access between South Delta and North Delta/Surrey, improved access to cycling connections, and improved permitting and inspection service for commercial vehicle operators.

## Key Milestones to Date

Key milestones achieved to date are listed by category below. Project reports are included in the Project Documents section of the Highway 91/17 and Deltaport Way Upgrade Project website at [www.gov.bc.ca/highway91-17-deltaport](http://www.gov.bc.ca/highway91-17-deltaport).

Engagement	<ul style="list-style-type: none"> <li>• Conducted Public Information Open House</li> <li>• Released Engagement Summary Report</li> </ul>
Environmental Review	<ul style="list-style-type: none"> <li>• Reviewed relevant SFPR studies and conducted additional baseline studies</li> <li>• Developed Overview Environmental Effects Assessment Terms of Reference</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Submitted Agricultural Land Commission application</li> </ul>
Design / Engineering	<ul style="list-style-type: none"> <li>• Prepared final design concept</li> <li>• Completed traffic data and analysis</li> <li>• Completed geotechnical investigations and reports</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Awarded Deltaport Way Improvements construction contract</li> <li>• Awarded 27B Avenue Improvements construction contract</li> <li>• Issued RFQ for Highway 91/17 upgrades</li> <li>• Held Introductory Project Meeting for interested Respondents</li> </ul>

## November 2018 Highlights

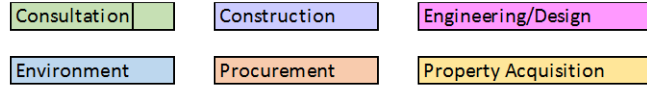
Project highlights this month include:

Engagement	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• RFQ Evaluations completed</li> <li>• Initiated discussion with VFPA to deliver surplus sand from the Deltaport Truck Staging Project (DTS) to Highway 91/17.</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• On-going construction for Deltaport Way Improvements</li> <li>• On-going construction for 27B Avenue Improvements</li> </ul>

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**2. SCHEDULE**

**Hwy 91/17 and Deltaport Way Upgrade Project Schedule**  
 November 2018



	Calendar Year	2017				2018				2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Planning</b>	<b>Consultation and Planning</b>																												
	Project Definition Report Complete	◆																											
	Stakeholder Engagement																												
	Public Open House						◆																						
	<b>Environmental Review</b>																												
	Overview Environmental Effects Assessment																												
	OEEA Report																												
	Permitting																												
	<b>Engineering / Design</b>																												
	Traffic Analysis																												
	Geotechnical Analysis																												
	Reference Concept																												
	<b>Procurement</b>																												
	Issue RFQ																												
	Introductory Project Meeting																												
	Issue RFP																												
	RFP Period																												
	Preferred Proponent																												
	Contract Award																												
	<b>Property Acquisition</b>																												
<b>Advance Work</b>																													
27B Avenue Improvements																													
Deltaport Way Improvements																													
Hwy 17 / 80th Street Improvements																													
Field Works																													
<b>Hwy 91/17 Design Build Component</b>																													
Design																													
Construction																													

### 3. PROJECT MANAGEMENT

#### Safety

Objectives	<ul style="list-style-type: none"> <li>• Ensure a safe worksite at all times</li> <li>• Provide clear information on health and safety responsibilities</li> <li>• Ensure all required training is provided and evaluated</li> <li>• Ensure that Project activities are in accordance with the Workers Compensation Act and WorkSafeBC Health and Safety Regulations</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Conducted safety orientations</li> <li>• Provided regular safety reminders for field staff</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Provide ongoing safety training as required</li> <li>• Provide Project safety orientation as required</li> </ul>

#### Quality

Objectives	<ul style="list-style-type: none"> <li>• Ensure design services and construction works delivered to the Province are implemented within a quality standard consistent with Ministry standards and ISO 9001</li> <li>• Ensure internal processes are conducted per Project quality requirements, consistent with Ministry standards and ISO 9001</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Implemented the Revised Project Quality Management Plan</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Continue quality management input and support to procurement activities</li> <li>• Ongoing review of internal processes</li> </ul>

#### Project Controls

Objectives	<ul style="list-style-type: none"> <li>• Effectively manage the Project's contracts, scope, schedule and cost</li> <li>• Implement an efficient document control and records management system</li> <li>• Ensure Project controls are governed by provincial policies such as the Ministry of Finance Capital Asset Management Framework and the Core Policy and Procedures Manual</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Held regular Project control meetings with discipline</li> </ul>



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	leads
Key Activities for Next 3 Months	<ul style="list-style-type: none"><li>• Continue regular Project control meetings with discipline leads</li><li>• Monitor Project schedule</li></ul>

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## 4. PROJECT DEVELOPMENT

### Stakeholder Engagement

Scope	<ul style="list-style-type: none"> <li>• Manage ongoing public and stakeholder consultation, community relations and Project communications</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Developed plans for the Delta Nature Reserve boardwalk realignment stakeholder meetings and information session</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Continue community and stakeholder engagement</li> <li>• Ongoing enquiry response</li> <li>• Communications to support procurement milestones</li> <li>• Host information session to share plans for the Delta Nature Reserve boardwalk realignment</li> <li>• Business and community group presentations upon request</li> </ul>

### Environment

Scope	<ul style="list-style-type: none"> <li>• Develop Overview Environmental Effects Assessment (OEEA)</li> <li>• Manage Project monitoring and permitting process</li> <li>• Ensure the Project adheres to obligations defined within the South Fraser Perimeter Road (SFPR) Project Environmental Assessment Certificate (EAC) Table of Commitments and Assurances (TOCA)</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Received and incorporated comments from Indigenous Groups on the OEEA</li> <li>• Continued field work to complete the assessment of SFPR EAC obligations</li> <li>• Met with Ministry of Environment regarding existing contaminated sites on SFPR.</li> <li>• Identified additional archaeology sites</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Complete field work</li> <li>• Finalize OEEA Report</li> <li>• Issue Project compliance documents on SFPR TOCA and meet with Environmental Assessment Office (EAO) for input/direction</li> <li>• Complete Archaeology report, issue to Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) for advice and comment</li> <li>• Continue baseline water monitoring data collection</li> </ul>

## **Agriculture**

Scope	<ul style="list-style-type: none"> <li>• Develop appropriate plans to mitigate potential agricultural effects of the Project</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Engaged certified registered professional to address ALC conditions provided in the decision letter</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Prepare survey plans of ALR properties required for the Project</li> <li>• Continue engagement with ALC on acceptance conditions</li> </ul>

## **Indigenous Groups**

Scope	<ul style="list-style-type: none"> <li>• Consultation and engagement with Identified Indigenous Groups</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Conducted site visits and Project meetings with Indigenous Groups</li> <li>• Engaged and invited Indigenous Groups to participate in field work</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Continue engagement with Indigenous Groups, including meetings and site visits as requested</li> <li>• Continue to obtain and include Indigenous Groups' input on key documents such as permit applications and draft OEEA Plans</li> <li>• Discuss with Indigenous Groups Project-related opportunities and benefits</li> </ul>

## **Procurement**

Scope	<ul style="list-style-type: none"> <li>• Develop a business case, RFQ, Request for Proposal (RFP) and subsequent evaluation of submissions</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Completed the RFQ Evaluations</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Confirm and notify shortlisted RFQ respondents</li> <li>• Finalize and issue RFP</li> <li>• Continue the Competitive Selection Process with the three shortlisted Proponents</li> </ul>

## Engineering / Design

Scope	<ul style="list-style-type: none"> <li>• Develop a design concept, technical requirements/specifications and related technical studies for the Project</li> <li>• Conduct Project-related traffic operations modelling, data collection, and other related engineering services</li> <li>• Provide technical input to the procurement and environmental processes</li> <li>• Conduct compliance reviews of work by the Design-Build Contractor</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Drafted technical specifications for the RFP</li> <li>• Finalized Design Concept for RFP</li> <li>• Prepared various technical reports (e.g. Highways, Traffic, Structural, Drainage, etc.)</li> <li>• Prepared initial scope and design for Delta Nature Reserve boardwalk realignment</li> <li>• Prepared initial scope and design for paving of Deltaport Way to 27B Avenue</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Finalize technical specifications for RFP</li> <li>• Provide technical support for procurement</li> <li>• Prepare 50% and 100% design for Delta Nature Reserve boardwalk realignment</li> <li>• Prepare 50% and 100% Design for Deltaport Way to 27B Avenue paving</li> <li>• Finalize Tilbury design and contract documents</li> </ul>

## Construction

Scope	<ul style="list-style-type: none"> <li>• Overall planning, coordination and implementation of construction activities</li> </ul>
Accomplished in November 2018	<ul style="list-style-type: none"> <li>• Completed 27B Avenue preload work</li> <li>• Completed Deltaport Way ramp upgrades</li> <li>• Continued geotechnical investigations</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Close 27B Avenue (except for local and construction traffic) and set up detours</li> <li>• Secure FLNR approval for two ditches near 41B Street</li> <li>• Complete geotechnical investigations and laboratory testing, and prepare factual data report</li> <li>•</li> </ul>

## Property Acquisition

Scope	<ul style="list-style-type: none"><li>• Acquire land rights to deliver the Project (majority of the Project falls within existing highway boundaries)</li><li>• Review properties along the Project alignment and develop a property acquisition strategy</li></ul>
Accomplished in November 2018	<ul style="list-style-type: none"><li>• Confirmed design and property impacts (five properties identified for acquisition)</li><li>• Continued discussions with 3 remaining property owners</li><li>• Achieved agreement in principle for one property</li></ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"><li>• Continue property discussions with 2 outstanding owners to secure final agreements or agreements in principle</li><li>• Conduct legal surveys on all required properties to perfect tenure as road or highway</li></ul>

## 5. Cost Report

- To date, \$22M has been spent on the Project
- The approved capital Project budget is \$245M

## 6. Risk Management

- The Project team has developed a risk register for the Project, including risk management strategies
- The Risk Register is reviewed on a regular basis and will evolve as the project development progresses