

Highway 91/17 and Deltaport Way Upgrade Project

MONTHLY STATUS REPORT
December 2018

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

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

Budget	Status*
<ul style="list-style-type: none"> • The Project has an approved capital budget of \$245 million and continues to track on budget with costs to date of \$27M. 	

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

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 72nd 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.

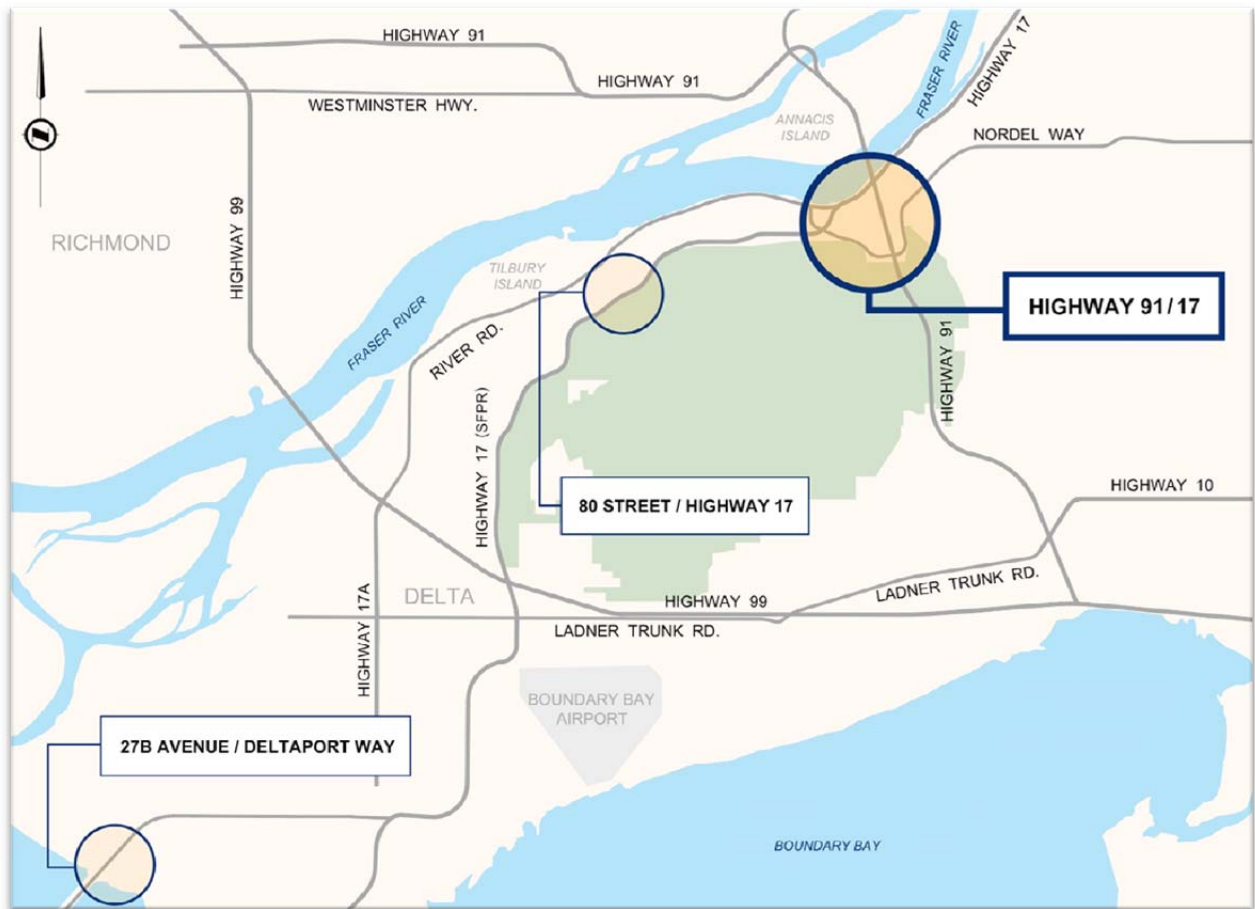


Figure 1 – Project Map

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.

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

December 2018 Highlights

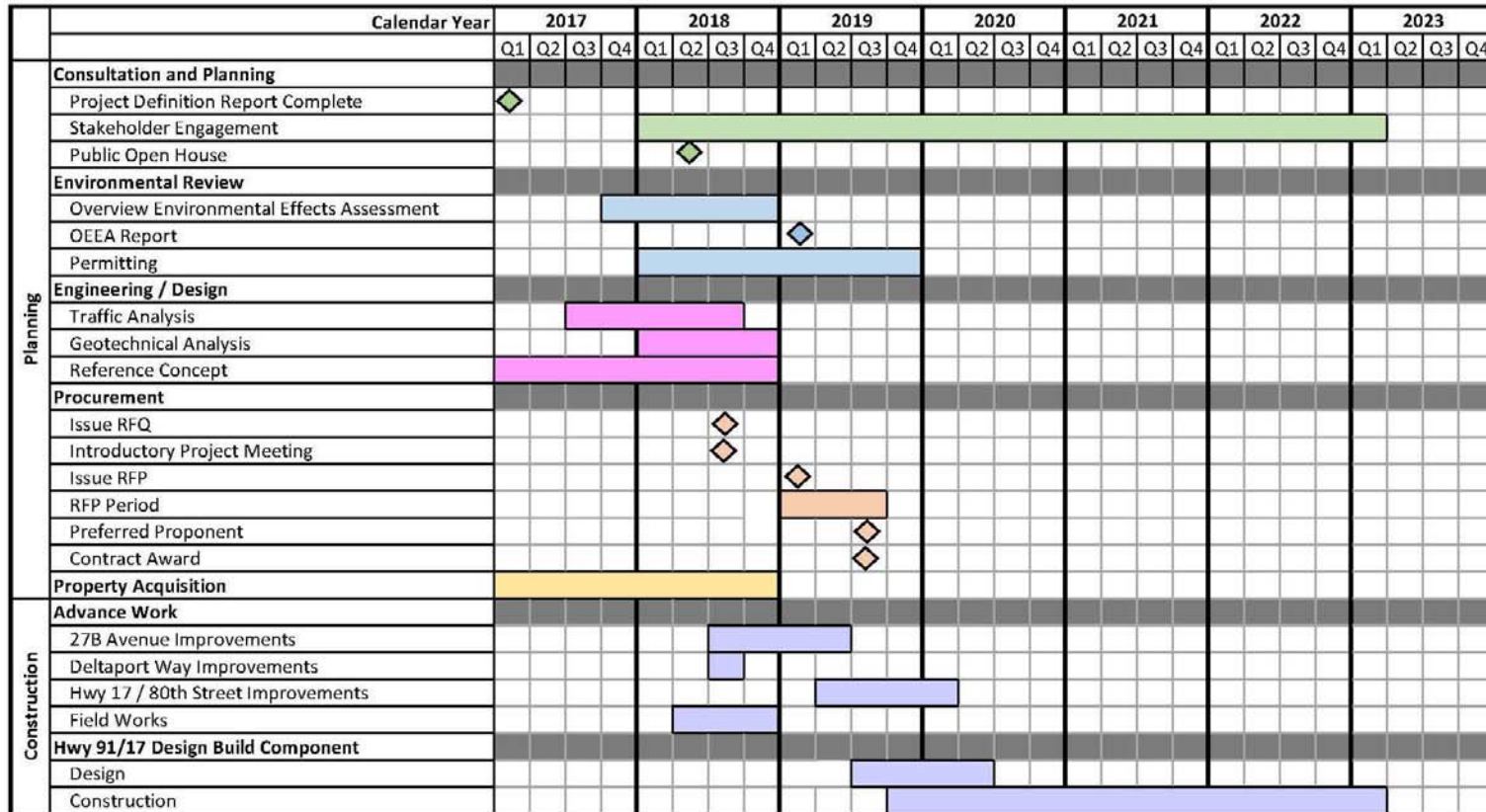
Project highlights this month include:

Engagement	<ul style="list-style-type: none"> • Ongoing stakeholder engagement
Design/Engineering	<ul style="list-style-type: none"> • Initiated detailed design to repave Deltaport Way to the 27B Avenue Component
Procurement	<ul style="list-style-type: none"> • Complete Draft Request for Proposal (RFP) and assembled Design-Built Agreement • Completed RFQ evaluation and selected shortlist
Construction	<ul style="list-style-type: none"> • Completed construction for Deltaport Way Ramp Improvements • On-going construction for 27B Avenue Improvements

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2. SCHEDULE

Hwy 91/17 and Deltaport Way Upgrade Project Schedule
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3. PROJECT MANAGEMENT

Safety

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

Quality

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

Project Controls

Objectives	<ul style="list-style-type: none"> • Effectively manage the Project's contracts, scope, schedule and cost • Implement an efficient document control and records management system • 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
Accomplished in December 2018	<ul style="list-style-type: none"> • Held regular Project control meetings with discipline leads

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Key Activities for Next 3 Months

- Continue regular Project control meetings with discipline leads
- Monitor Project schedule

4. PROJECT DEVELOPMENT

Stakeholder Engagement

Scope	<ul style="list-style-type: none"> • Manage ongoing public and stakeholder consultation, community relations and Project communications
Accomplished in December 2018	<ul style="list-style-type: none"> • Developed plans for the Delta Nature Reserve boardwalk realignment stakeholder meetings and information session • Prepared notification letter in support of advance work on a portion of the Project site between River Road and Highway 17. The letter was distributed to adjacent businesses on December 21, 2018. An email to the Project database and webpage update was also completed.
Key Activities for Next 3 Months	<ul style="list-style-type: none"> • Continue community and stakeholder engagement • Ongoing enquiry response • Communications to support procurement milestones • Host information session to share plans for the Delta Nature Reserve boardwalk realignment • Business and community group presentations upon request

Environment

Scope	<ul style="list-style-type: none"> • Develop Overview Environmental Effects Assessment report (OEEA) and supporting environmental reports • Manage Project monitoring and permitting process • Ensure the Project adheres to obligations defined within the SFPR Project Environmental Assessment Certificate (EAC) Table of Commitments and Assurances (TOCA)
Accomplished in December 2018	<ul style="list-style-type: none"> • Received comments from Indigenous Groups on the OEEA • Field work to complete the assessment of SFPR EAC obligations and OEEA report complete • Identified strategy to manage the existing contaminated sites on SFPR.
Key Activities for Next 3 Months	<ul style="list-style-type: none"> • Finalize OEEA Report • Issue Project compliance documents on SFPR TOCA and meet with Environmental Assessment Office

	(EAO) for input/direction <ul style="list-style-type: none"> • Complete Archaeology report, issue to Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) for advice and comment • Continue baseline water monitoring data collection
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Agriculture

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

Indigenous Groups

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

Procurement

Scope	<ul style="list-style-type: none"> • Develop a business case, RFQ, RFP and subsequent evaluation of submissions • Development and award of tender packages for Design-Bid-Build Contracts
Accomplished in December 2018	<ul style="list-style-type: none"> • Completed the RFQ Evaluations
Key Activities for Next 3 Months	<ul style="list-style-type: none"> • Confirm and notify shortlisted RFQ respondents • Conduct RFQ debriefings • Finalize and issue RFP

	<ul style="list-style-type: none"> Continue the Competitive Selection Process with the three shortlisted Proponents
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Engineering / Design

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

Construction

Scope	<ul style="list-style-type: none"> Overall planning, coordination and implementation of construction activities
Accomplished in December 2018	<ul style="list-style-type: none"> Completed 27B Avenue preload work Completed Deltaport Way ramp upgrades Continued geotechnical investigations Secured FLNR approval for ditch infill near 41B Street Closed 27B Avenue (except for local and construction traffic) and set up detours Planning for initial preload placement
Key Activities for Next 3 Months	<ul style="list-style-type: none"> Complete geotechnical investigations and laboratory

	testing, and prepare factual data report <ul style="list-style-type: none"> • Commence initial preload placement
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Property Acquisition

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

5. Cost Report

- To date, \$27M 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