

# Highway 91/17 and Deltaport Way Upgrade Project

MONTHLY STATUS REPORT  
February 2019

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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> <li>○ Repave 27B Avenue from Deltaport Way to the 27B Avenue Component</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 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 have been 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>○ Request for Qualification (RFQ) Responses were submitted on November 1, 2018</li> <li>○ RFQ Evaluations were completed by the end of November 2018.</li> <li>○ Shortlisted Respondents notified December 14, 2018</li> <li>○ Request for Proposals (RFP) issued February 8, 2019</li> </ul> </li> <li>• <b>Environment</b> <ul style="list-style-type: none"> <li>○ Overview Environmental Effects Assessment to be completed in March 2019</li> <li>○ Agricultural Land Commission (ALC) Application accepted with conditions</li> </ul> </li> </ul>	

Budget	Status*

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- The Project has an approved capital budget of \$245 million and continues to track on budget with costs to date of \$29 million



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*\*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.

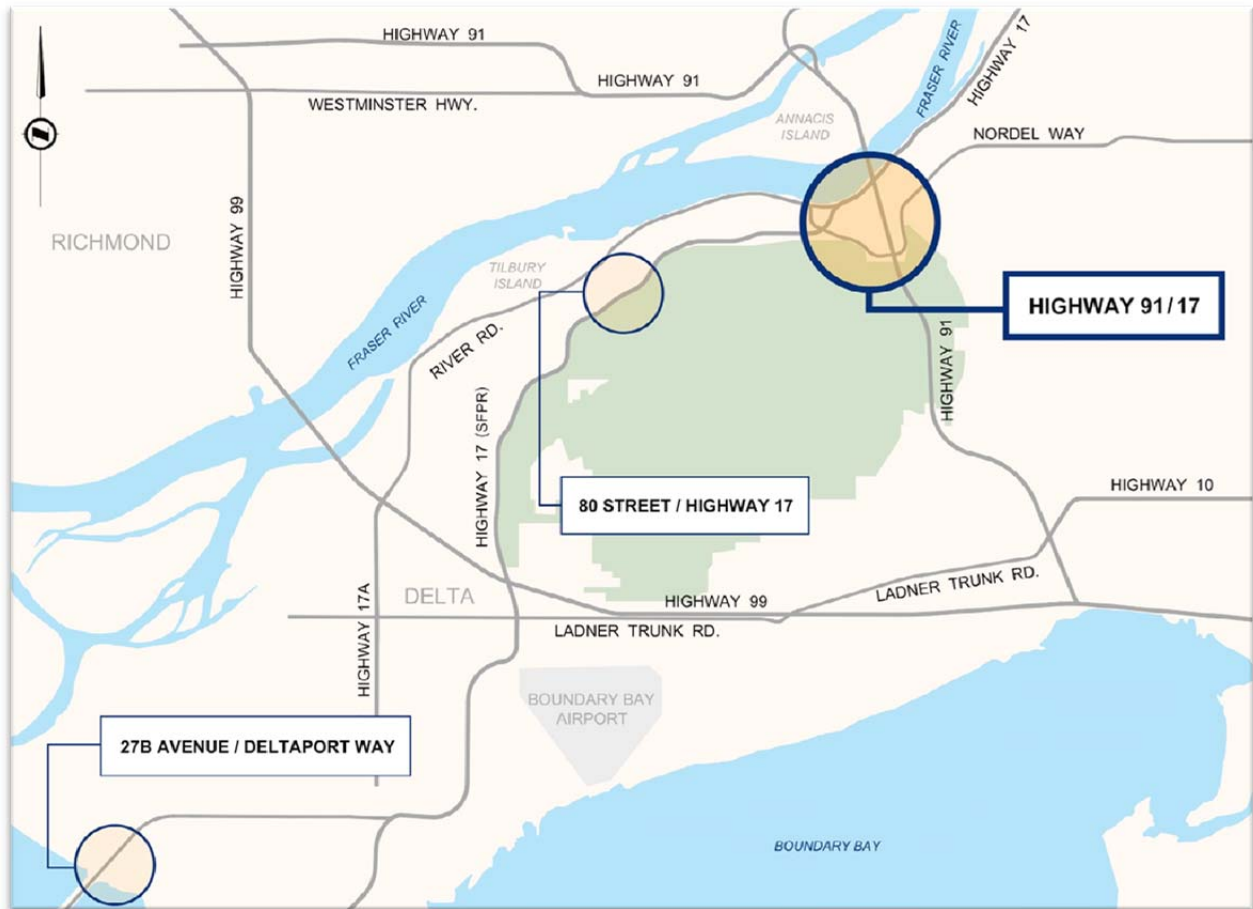
1. Introduction	<ul style="list-style-type: none"><li>• Project overview, goals, key milestones achieved and current month highlights</li></ul>
2. Schedule	<ul style="list-style-type: none"><li>• High-level Project schedule including major milestones and deliverables</li></ul>
3. Project Management	<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 South Fraser Perimeter Road (SFPR) studies and conducted additional baseline studies</li> <li>• Developed Overview Environmental Effects Assessment (OEEA) Terms of Reference</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Submitted ALC application;</li> <li>• Approval with conditions received from ALC</li> </ul>
Design / Engineering	<ul style="list-style-type: none"> <li>• Prepared reference 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 Ramp Improvements construction contract</li> <li>• Awarded 27B Avenue Improvements construction contract</li> <li>• Issued RFQ for Highway 91/17 upgrades</li> <li>• Issued RFP for Highway 91/17 upgrades</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Commenced work on 27B Avenue Improvement project</li> <li>• Completed work on Deltaport Way Ramp Improvement</li> </ul>

## February 2019 Highlights

Project highlights this month include:

Engagement	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement</li> <li>• Released Information Bulletin announcing the shortlisted Proponents to receive the RFP</li> </ul>
Design/Engineering	<ul style="list-style-type: none"> <li>• Delta Nature Reserve boardwalk relocation 50% Detailed Design complete</li> <li>• Additional paving between DPW and 27B 50% Detailed Design complete</li> </ul>
Environmental Review	<ul style="list-style-type: none"> <li>• Prepared draft Overview Environmental Effects Assessment</li> <li>• Archaeology field work complete; draft Interim Archaeological Impact Assessment (AIA) and Supplemental technical memo</li> </ul>

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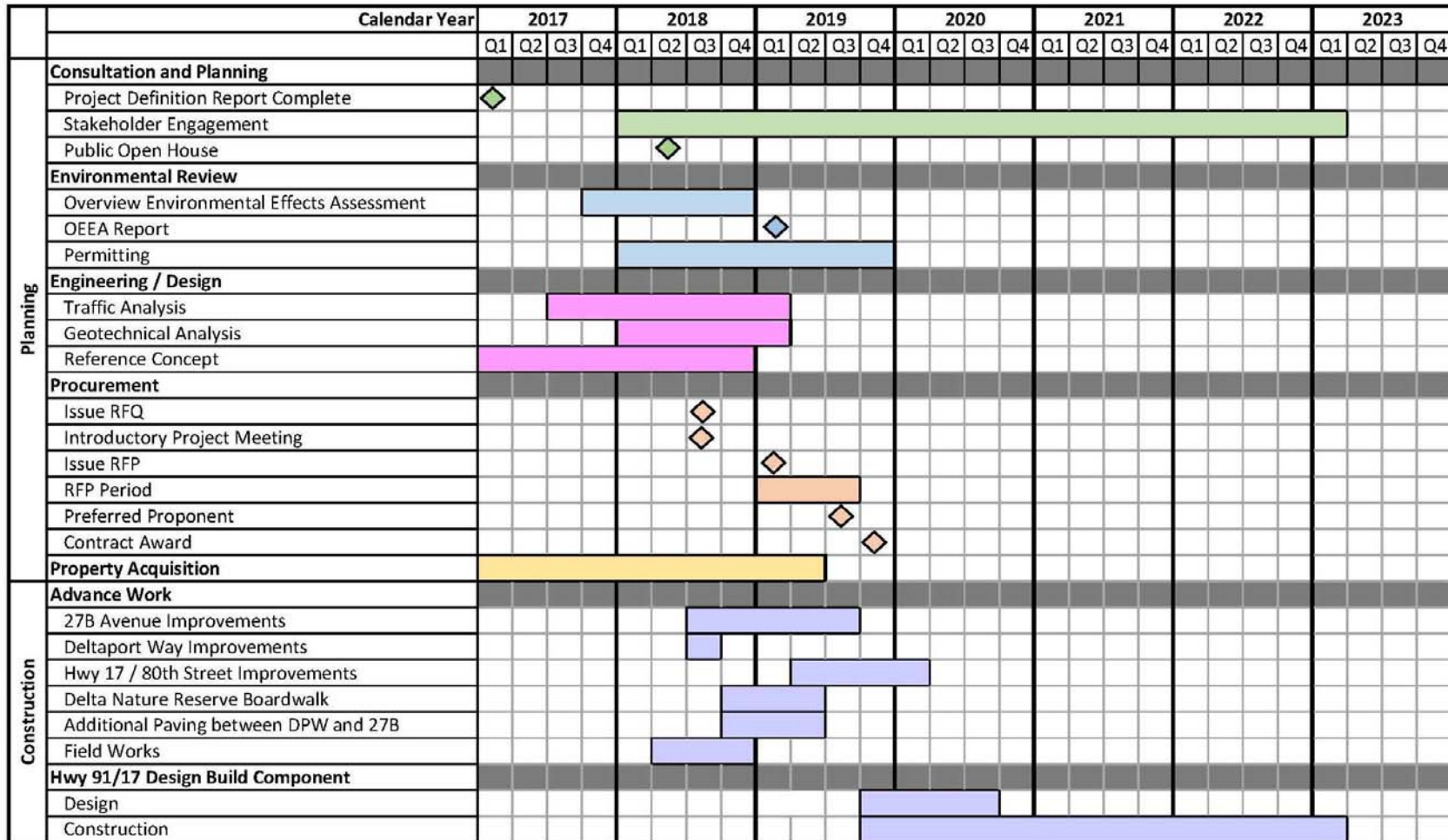
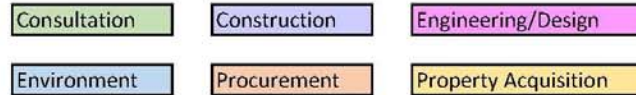
	finalized
Procurement	<ul style="list-style-type: none"><li>• RFP and draft Design-Build Agreement issued to Proponents</li><li>• Updated Relationship Review Process and Consultant Protocol guidance documents posted to Project website</li><li>• Conducted debrief meetings with RFQ Respondents</li></ul>
Construction	<ul style="list-style-type: none"><li>• On-going construction for 27B Avenue Improvements</li><li>• Ongoing Early Works for Preload Area 2 (50% complete)</li></ul>



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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"> <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 February 2019	<ul style="list-style-type: none"> <li>• Conducted onsite 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 February 2019	<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 February 2019	<ul style="list-style-type: none"> <li>• Held regular Project control meetings with discipline leads</li> </ul>

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Key Activities for Next 3 Months

- Continue regular Project control meetings with discipline leads
  - Monitor Project schedule, scope and budget
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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 February 2019	<ul style="list-style-type: none"> <li>• Held meetings with stakeholder groups to share plans for the Delta Nature Reserve boardwalk realignment including the City of Delta, Metro Vancouver and the Burns Bog Conservation Society</li> <li>• Communications to support procurement milestones</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>• Business and community group presentations upon request</li> </ul>

### Environment

Scope	<ul style="list-style-type: none"> <li>• Develop OEEA and supporting environmental reports</li> <li>• Manage Project monitoring and permitting process</li> <li>• Ensure the Project adheres to obligations defined within the SFPR Project Environmental Assessment Certificate (EAC) Table of Commitments and Assurances (TOCA)</li> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>• Continued assessment on the strategy to manage the existing contaminated sites on SFPR</li> <li>• OEEA drafted with minor outstanding items</li> <li>• Completed Archaeology field investigations/finalized Interim AIA &amp; Supplemental technical memo following review by Indigenous Groups</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Issue draft OEEA to Indigenous Groups for review and comment</li> <li>• Prepare draft OEEA for Proponents</li> <li>• Issue Project compliance documents on SFPR TOCA and meet with Environmental Assessment Office (EAO) for input/direction</li> <li>• Submit application for a Site Alteration Permit from the Archaeology Branch</li> <li>• Complete Archaeology report, issue to Ministry of</li> </ul>

	Forests, Lands, Natural Resource Operations and Rural Development (FLNRO) for advice and comment <ul style="list-style-type: none"> <li>• Continue baseline water monitoring data collection</li> <li>• Initiate work to address the existing contaminated material within Project site (Waste Discharge Authorization)</li> </ul>
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## Agriculture

Scope	<ul style="list-style-type: none"> <li>• Develop appropriate plans to mitigate potential agricultural effects of the Project</li> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>• Issue documents to ALC for review and feedback</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Prepare Reference Plans of properties required for the Project</li> <li>• Continue engagement with ALC on approval conditions</li> </ul>

## Indigenous Groups

Scope	<ul style="list-style-type: none"> <li>• Consultation and engagement with Identified Indigenous Groups</li> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>• Prepared for site visits and Project Update meetings with Indigenous Groups</li> <li>• Engaged Indigenous Groups with archaeology field work</li> <li>• Prepared for Identified Indigenous Groups Business to Business Network Event with Proponents</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>• Issue Delta Nature Reserve Boardwalk information for review and comment</li> <li>• Continue to obtain and include Indigenous Groups' input on key documents such as permit applications and draft OEEA Plans</li> <li>• Discuss Project-related opportunities and benefits with Indigenous Groups</li> </ul>

## Procurement

Scope	<ul style="list-style-type: none"> <li>• Develop a business case, RFQ, RFP and subsequent evaluation of submissions</li> <li>• Development and award of tender packages for Design-Bid-Build Contracts</li> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>• RFP document and draft Design-Build Agreement</li> </ul>

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	<p>issued to Proponents</p> <ul style="list-style-type: none"> <li>• Updated Relationship Review Process and Consultant Protocol guidance documents posted to Project website</li> <li>• Conducted debrief meetings with RFQ Respondents</li> <li>• Issued RFP to shortlisted Respondents</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Conduct All-Proponent Information Session</li> <li>• Host Identified Indigenous Groups Business to Business Network Event with proponents</li> <li>• Continue the Competitive Selection Process with Proponents</li> <li>• Schedule workshops with Proponents</li> <li>• Respond to Requests for Information</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 February 2019	<ul style="list-style-type: none"> <li>• Issued technical specifications for the RFP</li> <li>• Prepared various engineering and technical reports/information for release to Proponents</li> <li>• Prepared initial scope and design for Delta Nature Reserve boardwalk realignment</li> <li>• Prepared initial design for paving of 27B Avenue at Deltaport Way</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>• Provide technical support for procurement</li> <li>• Prepare final design for Delta Nature Reserve boardwalk realignment</li> <li>• Prepare final Design for 27B Avenue at Deltaport Way paving</li> </ul>

**Construction**

Scope	<ul style="list-style-type: none"> <li>Overall planning, coordination and implementation of construction activities</li> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>Ongoing Preload Area 2 material placement</li> <li>Continued and ongoing winter maintenance for 27B Avenue project area</li> <li>Ongoing monitoring of preload at 27B Avenue</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>Complete Site 2 Preload material placement (50% complete)</li> <li>Ongoing settlement monitoring surveys in Preload Area 2</li> <li>Commence civil work at 27B Avenue</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> </ul>
Accomplished in February 2019	<ul style="list-style-type: none"> <li>Completion of Hazmat Assessment/Removal for 9750 River Road</li> <li>Continued discussions with two remaining property owners</li> </ul>
Key Activities for Next 3 Months	<ul style="list-style-type: none"> <li>Continue property discussions with 2 outstanding private owners to secure final agreements</li> <li>Demolition of building at 9750 River Road</li> <li>Conduct legal surveys on all required properties to perfect tenure as road or highway</li> </ul>

**5. Cost Report**

- To date, \$29million has been spent on the Project
- The approved capital Project budget is \$245million

**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