




GEORGE MASSEY TUNNEL REPLACEMENT PROJECT

MONTHLY STATUS REPORT SEPTEMBER 2016

FINAL

PROJECT STATUS DASHBOARD

Scope	Status*
<ul style="list-style-type: none"> A Project Definition Report draft reference concept has been completed, which includes the main bridge and interchanges at Steveston Highway, Highway 17A and Westminster Highway as well as Highway 99 corridor improvements from Bridgeport Road in Richmond to Highway 91 in Delta. The reference concept incorporates a continuous dedicated transit/HOV lane between Highway 91 in Delta and Bridgeport Road in Richmond, which will also support potential future rapid transit expansion. The Project Definition Report was released on December 16, 2015. The Project scope, along with the draft reference concept, will be refined following technical studies, the environmental review and Concession Agreement development. 	
Schedule	
<ul style="list-style-type: none"> Consultation: Public and stakeholder consultation on the Project Definition Report has been completed; the Phase 3 - Project Definition Report Consultation Summary Report was released in March. Environment: Finalized EA Application and formally submitted to EAO on July 27, 2016. The Project Team is engaged in the Application Review Phase, including the public comment period and other consultation activities. The ALC Application was submitted to the Agricultural Land Commission for approval on June 24, 2016. Technical Studies: Engineering, geotechnical and other technical studies are underway to further inform the draft reference concept and in support of the procurement process. Procurement: A business case has been completed. The Request for Qualifications evaluation has been completed and a proponent shortlist has been selected. All key Project activities are proceeding on schedule. 	
Cost	
<ul style="list-style-type: none"> Oversight of the Project was transferred to Transportation Investment Corporation (TI Corp) as of July 1, 2016. TI Corp is now incurring costs against the capital project budget. The forecast for the current fiscal year is \$31M. To date, \$10.5M has been spent. The estimated capital cost of the Project is \$3.5B. 	

* **Status Legend:** Green = No issues to report; Yellow = Minor issues to report; Red = Significant issues to report.

INTRODUCTION

Project Overview

The George Massey Tunnel is an important link in the regional and provincial transportation system, carrying an average of 80,000 vehicles each day. It connects to key gateways such as Vancouver International Airport (YVR), the Peace Arch and Pacific Canada-U.S. border crossings, BC Ferries' Tsawwassen terminal, Deltaport and the Boundary Bay Airport. It is a vital goods movement route that fuels our local, regional, provincial and national economies, and a key access point for businesses in Delta, Surrey, Richmond, and Tsawwassen First Nation.

Since the Tunnel opened in 1959, Metro Vancouver's population and economy have grown, and its population is forecast to continue to grow by more than one million people over the next 30 years. Without improvements to this crossing, economic growth and regional livability will be constrained by congestion and increasing travel times for commuters, goods movers, commercial traffic and other traffic.

With growing concerns about public safety and congestion in and near the Tunnel, in 2012, the government of B.C. commenced a study of options to address the Highway 99 corridor. After analysis and consultation, a new bridge to replace the Tunnel emerged as the most appropriate and supported solution. Construction is anticipated to begin in 2017.

Project Goals

Based on the Ministry's mandate and results of consultation to date, six primary goals have been identified for the Project:

1. **Reduce congestion.** Improve travel times and reliability for all users.
2. **Improve safety.** This includes improving traffic and seismic safety, as well as emergency response capabilities.
3. **Support trade and commerce.** Improve access to local businesses and gateway facilities, and improve travel time reliability for goods movers and service providers.
4. **Support increased transit on the Highway 99 corridor.** Provide dedicated transit/HOV lanes on the new bridge to improve travel time reliability and add capacity for long-term transit improvements.
5. **Support options for pedestrians and cyclists.** Provide a multi-use pathway on the new bridge to connect cycling and pedestrian corridors in Richmond and Delta.
6. **Enhance the environment.** Enhance the environment under the new bridge and in the Project right-of-way on Deas Island.

Key Milestones Achieved to Date

Key milestones achieved to date are listed by category below. The reports can be found within the Document Library of the George Massey Tunnel Replacement Project website.

Consultation	<ul style="list-style-type: none"> • Project Definition Report • Completion of Phase 1, Phase 2 and Phase 3 Consultation, including summary reports
Environmental Review	<ul style="list-style-type: none"> • Baseline studies • Application Information Requirements • Environmental Assessment Application
Agriculture	<ul style="list-style-type: none"> • ALC Application
Design/Engineering	<ul style="list-style-type: none"> • Draft reference concept for EA application • Project Definition Report Draft Reference Concept • Multiple traffic data and analysis reports • Multiple geotechnical studies
Procurement	<ul style="list-style-type: none"> • Business Case • Capital Cost Estimate Report • Operations, Maintenance and Rehabilitation Base Cost Estimate Report • Procurement Options Report • Risk Report • RFQ Issued • Proponent Shortlist

September 2016 Highlights

Environment	<ul style="list-style-type: none"> • Participated in two EAO-led public open houses.
Construction	<ul style="list-style-type: none"> • Completed demobilization and site reinstatement for Pile Load Test.
Procurement	<ul style="list-style-type: none"> • Completed RFQ evaluation and selected shortlist.

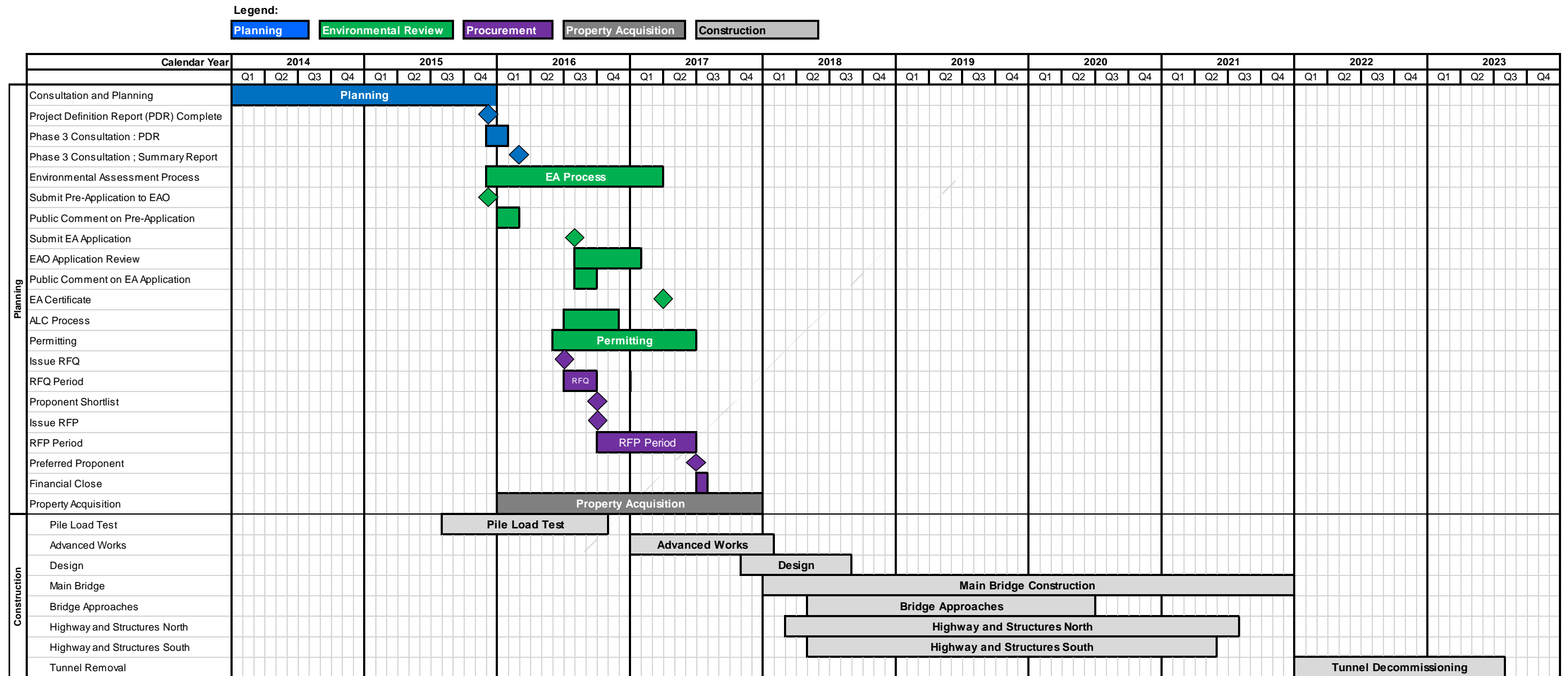
Report Structure

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

1. Schedule	<ul style="list-style-type: none"> • High-level Project schedule including major milestones and deliverables
2. Project Management	<ul style="list-style-type: none"> • Objectives, monthly accomplishments and upcoming activities related to Safety, Quality and Project Controls
3. Project Development	<ul style="list-style-type: none"> • Scope, monthly accomplishments and upcoming activities for the each of the major disciplines: Stakeholders, Environment, Agriculture, Aboriginal Groups, Procurement, Engineering, Construction and Property
4. Cost Report	<ul style="list-style-type: none"> • Fiscal year cost summary
5. Risk Management	<ul style="list-style-type: none"> • Key risks and mitigation strategies

1 SCHEDULE

The following schedule depicts deliverables, milestones and associated dates and timelines for the planning and procurement phases of the Project as well as high-level construction timelines.



2 PROJECT MANAGEMENT

2.1 Safety

Objectives:	<ul style="list-style-type: none"> • Provide clear information on health and safety responsibilities. • Ensure all required training is provided and evaluated. • Ensure a safe worksite at all times.
Accomplished in month:	<ul style="list-style-type: none"> • Conducted Occupational Health and Safety Committee meeting. • Conducted Project safety orientations at the Project Office. • Conducted office safety inspections.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Provide ongoing safety training to project team. • Conduct Occupational Health and Safety Committee meetings.

2.2 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.
Accomplished in month:	<ul style="list-style-type: none"> • Provided Quality Management input to draft Project Agreement. • Finalized one internal audit on Health and Safety Management. <p>For the Pile Load Test:</p> <ul style="list-style-type: none"> • Quality Management input to Project close-out.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Continue quality management input and support to procurement activities. • Carry out internal audits. <p>For the Pile Load Test:</p> <ul style="list-style-type: none"> • Complete Project close-out activities such as review of final reporting and records handover.

2.3 Project Controls

Objectives:	<ul style="list-style-type: none"> • Effectively manage the Project's contracts, scope, schedule and cost.
Accomplished in month:	<ul style="list-style-type: none"> • Held regular monthly Project controls meetings with all discipline leads. • Ongoing development and updates to the Project schedule.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Conduct monthly project controls meetings with all discipline leads. • Monitor project schedule.

3 PROJECT DEVELOPMENT

3.1 Stakeholders

Scope:	<ul style="list-style-type: none"> • Management of phased and ongoing public and stakeholder consultation, community relations and Project communications.
Accomplished in month:	<ul style="list-style-type: none"> • Continued to support the Public Comment Period for the EA review <p><i>Meetings were held with the following stakeholder groups:</i></p> <p>Agriculture</p> <ul style="list-style-type: none"> • Richmond Farmers Institute • Agricultural Land Commission <p>Government</p> <ul style="list-style-type: none"> • City of Richmond • Corporation of Delta • Metro Vancouver / Metro Vancouver Parks • Translink • BC Environmental Assessment Office • Ministry of Aboriginal Relations and Reconciliation • Ministry of Forests, Lands and Natural Resources • Transport Canada • Department of Fisheries and Oceans • Environment Canada <p>Other</p> <ul style="list-style-type: none"> • Port of Vancouver • BC Hydro • Vancouver Coastal Health • Delta Community Groups • Marine Commercial Group
Key activities for next 3 months:	<ul style="list-style-type: none"> • Complete EA Public Comment Period. • Continued stakeholder engagement. • Business and community group presentations on request.

3.2 Environment

Scope:	<ul style="list-style-type: none"> Development of the Environmental Assessment (EA) Application as well as management of the Project monitoring and permitting process.
Accomplished in month:	<ul style="list-style-type: none"> Participated in two EAO-led public open houses in Richmond (September 13) and Delta (September 14). Participated in EAO-led Technical Working Group workshop. Reviewed and responded to public comments on the EA Application. Reviewed and responded to comments from the Technical Working Group on the EA Application. Continued consultation with stakeholders on the EA Application. Continued drafting permit applications to the Ministry of Forests Lands and Natural Resources and the Department of Fisheries and Oceans.
Key activities for next 3 months:	<ul style="list-style-type: none"> Review and respond to comments from the Technical Working Group (round 2 of the EA Application review). Continue consultation with stakeholders on the EA Application. Submit permit applications to the Ministry of Forests Lands and Natural Resources and the Department of Fisheries and Oceans.

3.3 Agriculture

Scope:	<ul style="list-style-type: none"> Identify and work with farmers and other agricultural stakeholders potentially affected by the Project. Prepare and submit the application to the Agricultural Land Commission (ALC). Continue to revise detailed Project design and prepare appropriate plans to mitigate agricultural effects to enhance agricultural land use.
Accomplished in month:	<ul style="list-style-type: none"> Participated in open houses as part of Environmental Assessment application. Met with Agricultural Land Reserve (ALR) property owners and operators. Met with the City of Richmond Agricultural Advisory Committee to review ALC Application. Presented ALC Application to ALC Executive Committee in Victoria.
Key activities for next 3 months:	<ul style="list-style-type: none"> Meet with ALR property owners and operators to review project status and to work on mitigation and compensation strategies. Prepare plans for disposition of right-of-way to be made available for agriculture, including reclamation plans for existing highway right-of-way parcels to be made available.

3.4 Aboriginal Groups

Scope:	<ul style="list-style-type: none"> • Consultation and engagement with Aboriginal Groups.
Accomplished in month:	<ul style="list-style-type: none"> • Conducted EA Application and Project update meetings with six Aboriginal Groups, a tunnel tour with three Aboriginal Groups, a boat and tunnel tour with one Aboriginal Group and one Aboriginal community meeting. • Continued to engage Aboriginal Groups with respect to their review and comment on the Environmental Assessment Application. • Supported the EAO-led Working Group engagement with Aboriginal Groups, focusing on the Ministry’s response to comments on the EA Application. • Prepared formal responses to Aboriginal Groups’ comments on the EA Application. • Worked with Aboriginal Groups to finalize Application Review funding.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Continue consultation with Aboriginal Groups including meetings, community meetings and other activities in accordance with each group’s Aboriginal Consultation Plan. • Continue issues resolution and identification of Project-related opportunities for Aboriginal Groups. • Prepare formal responses to comments submitted through the BC EAO Review Process and consider input from Aboriginal Groups in relation to the Environmental Assessment Application. • Complete draft Aboriginal Consultation Report 3, obtain Aboriginal Groups’ input and finalize report.

3.5 Procurement

Scope:	<ul style="list-style-type: none"> • Development of a business case, Request for Qualifications (RFQ), Request for Proposals (RFP) and subsequent evaluation of submissions.
Accomplished in month:	<ul style="list-style-type: none"> • Completed RFQ evaluation and selected shortlist. • Continued development of Instructions to Proponents (RFP: Volume 1). • Ongoing development of the draft Concession Agreement with further refinement of specifications. • Continued to review RFP data room materials.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Continue the competitive selection process with the 3 short-listed proponents, including topic meetings and workshops. • Complete review of data room materials. • Finalize the Instructions to Proponents (RFP: Volume 1). • Finalize the initial draft Concession Agreement (RFP: Volume 2). • Develop and issue addenda to the Instructions to Proponents and draft Concession Agreement.

3.6 Engineering

Scope:	<ul style="list-style-type: none"> • Development of a reference concept, technical requirements/specifications and related technical studies for the Project. • Travel demand forecasting, traffic operations modelling, traffic data collection, and other related services in support of the Project.
Accomplished in month:	<ul style="list-style-type: none"> • Reviewed Pile Load Test results and draft report. • Completed draft technical schedules for RFP. • Provided technical support to EA process, procurement and stakeholder consultation. • Revised reference concept to reflect results of Pile Load Test.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Review of reference concept including Road Safety Audit. • Finalize technical schedules for RFP. • Review and update Project risk registry. • Provide technical support for procurement.

3.7 Construction

Scope:	<ul style="list-style-type: none"> • The overall planning, coordination and implementation of construction activities. • Current construction works include: Pile Load Test (Geotechnical Investigations).
Accomplished in month:	<p>Pile Load Test Update:</p> <ul style="list-style-type: none"> • Completed demobilization and site reinstatement. • Reviewed interim draft of final report.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Complete final report.

3.8 Property

Scope:	<ul style="list-style-type: none"> • Review of properties along the Project corridor and development of a property acquisition plan. • The acquisition of land required to deliver the Project. • A total of 36 properties have been identified for acquisition, the majority of which are partial acquisitions.
Accomplished in month:	<ul style="list-style-type: none"> • Received two draft appraisals and began preparation of offers to owners. • Confirm design and property impacts in select areas. • Finalize right-of-way required in select areas.
Key activities for next 3 months:	<ul style="list-style-type: none"> • Continue property negotiations with owners to secure final agreements or agreements in principle. • Meet with affected stakeholders and discuss options. • Finalize property acquisition plans on remaining properties. • Requisition appraisal reports on select properties. • Conduct legal surveys on select properties.

4 COST REPORT

4.1 Project Cost Estimate

Capital costs are estimated to be \$3.5 billion. The detailed cost estimate will be refined and finalized after completion of the Pile Load Test and the Environmental Assessment public comment period.

4.2 Current Fiscal Year Financials

- Oversight of the Project was transferred to Transportation Investment Corporation (TI Corp) as of July 1, 2016. TI Corp is now incurring costs against the capital project budget.
- The forecast for the current fiscal year is \$31M.
- To date, \$10.5M has been spent.

5 RISK MANAGEMENT

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