

# Monthly Status Report

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**Reporting Period**  
**February 2024**

# 1. Introduction

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## 1.1 Project Overview

The Steveston Interchange Project (the Project) is a component of the Highway 99 Tunnel Program and is being delivered in advance of the new immersed tube tunnel project.

The Project will address many of the safety, congestion, and mobility challenges at the interchange for all modes of travel by:

- Upgrading the interchange to be consistent with modern design standards.
- Reducing vehicle queues for northbound off-ramp traffic and transit to Steveston.
- Improving mobility for east-west traffic on Steveston Highway.
- Improving transit operations at the interchange.
- Providing new separated cycling and pedestrian connections along Steveston Highway across Highway 99.

The Project will replace the existing two-lane overpass structure at Steveston Highway and Highway 99 with a new five-lane structure that accommodates two eastbound lanes and three westbound lanes (including a left turn lane). The Project will also include new pedestrian and cycling infrastructure, as well as improved connections to and from the overpass.

The replacement overpass is designed to integrate with the new eight-lane immersed tube tunnel replacing the existing George Massey Tunnel along Highway 99.

Additional information and updates about the Steveston Interchange Project can be found on the Highway 99 Tunnel Program website: <https://www.highway99tunnel.ca/project-overview>.

## 1.2 Project Delivery

Transportation Investment Corporation, a Provincial Crown Corporation, is delivering and overseeing the Project on behalf of the Ministry of Transportation and Infrastructure and the B.C. Transportation Financing Authority. The estimated cost of the Project including planning, construction, and financing during construction is \$87.5 million.






The Project is being delivered through a Design-Build (DB) contract model and is currently in the implementation phase. Flatiron Constructors Canada Limited, comprised of Flatiron Constructors Canada Limited and Urban Systems Ltd., was selected as the Design-Builder on April 12, 2022. Construction on the Project began in 2022 and is expected to be completed in fall 2025.

## 1.3 Project Goals




- Support sustainability of Fraser River communities.
- Facilitate increased share of sustainable modes of transportation.
- Enhance regional goods movement and commerce.
- Support a healthy environment.

## 2. Project Update

### 2.1 Project Dashboard

		Objectives	Project Status	Comments
Project Delivery	Scope	Project delivered within approved scope.		<ul style="list-style-type: none"> <li>The Project will replace the existing two-lane overpass structure at Steveston Highway and Highway 99 with a new five-lane structure that accommodates two eastbound lanes and three westbound lanes (including a left turn lane) and new separated pedestrian and cyclist infrastructure, as well as improved connections to and from the overpass.</li> <li>The Project is within the approved scope.</li> </ul>
	Schedule	Project delivered within the approved schedule.		<ul style="list-style-type: none"> <li>The Project is on schedule for the new interchange to be operational in fall 2025.</li> </ul>
	Budget	Project delivered within approved budget of \$87.5 million.		<ul style="list-style-type: none"> <li>Project spending for the month of February 2024 was \$1.3 million.</li> <li>Total Project spending to date is \$34.5million.</li> <li>The Project is forecasted to be delivered within the approved budget.</li> </ul>
	Safety	Ensure that Project work is performed safely, in compliance with all applicable safety regulations, and in accordance with government policy.		<ul style="list-style-type: none"> <li>Monitored the implementation of the Design-Builder's health and safety program and performed spot audits and joint site inspections with the Design-Builder.</li> <li>There has been zero lost time injuries on the Project to date.</li> <li>Lost Time Injury Frequency Rate (LTIFR) for the Project is zero (0), which is less than the WorkSafeBC 2022 rate of 1.7* for Heavy Construction (Bridge, Overpass, or Viaduct Construction or Repair). <i>*Injury rate data reflects Large Employer 100+ Person Years employer size.</i></li> </ul>
	Quality	Implement an effective Quality Management System.		<ul style="list-style-type: none"> <li>Continued review of quality documentation, including inspection and test plans and correlated check-sheets.</li> <li>Continued monitoring of the Design-Builder's Quality Management System, Quality Records, Nonconformity Reports/Log, and Opportunity for Improvement Log.</li> <li>Continued monitoring surveillance and quality audits of the Design-Builder's field construction and shop activities.</li> <li>Continued inspection of fabricators and suppliers.</li> </ul>

		Objectives	Project Status	Comments
	Environmental	Ensure Project work is performed in an environmentally responsible manner.	●	<ul style="list-style-type: none"> <li>The necessary permits and authorizations are in place for the Project as listed in <i>Section 3: Project Documents and Achievements to Date</i>. Any additional regulatory authorizations will be obtained as required.</li> </ul>
	Design and Construction	Development of a reference concept, technical requirements/specifications, and related technical studies for the Project and manage activities on-site.	●	<ul style="list-style-type: none"> <li>The Project design has been finalized by the Design-Builder.</li> <li>Continued Technical Working Group meetings to discuss design related topics.</li> <li>Continued Construction Working Group weekly meetings between the Province and the Design-Builder.</li> <li>Completed pile driving for the Stage 1 piles and the settlement period for the north embankments is underway.</li> </ul>
	Community Benefits	Successfully implement the Special Project Needs Agreement (SPNA).	●	<ul style="list-style-type: none"> <li>The Design-Builder and its sub-contractors are required to carry out the Project in accordance with the SPNA.</li> <li>Apprenticeship, trainee, and equity targets are included in the Design-Build Agreement (DBA) with incentive payments for exceeding the targets.</li> <li>The Design-Builder's Community Benefits Plan is in place and quarterly reporting is provided.</li> </ul>
Partners/Stakeholders	Indigenous Groups	Continue to build and maintain positive collaborative working relationships with the Identified Indigenous Groups (IIGs).	●	<ul style="list-style-type: none"> <li>Continued to consult and engage with Identified Indigenous Groups (IIGs) and the Project team on permitting, environmental plans, economic development opportunities, cultural awareness and recognition, and construction monitoring.</li> <li>The Design-Builder reports that targets for Indigenous contracting opportunities have been met.</li> </ul>
	Third Parties	Continue to build and maintain positive relationships and collaborate on Project requirements with the City of Richmond and owners of interfacing infrastructure.	●	<ul style="list-style-type: none"> <li>Continued bi-weekly meetings with the City of Richmond on Project activities.</li> <li>Continued bi-weekly meetings with TransLink and the Coast Mountain Bus Company.</li> </ul>
	Public and Stakeholder Engagement	Continue to build and maintain positive relationships with the community and other stakeholders.	●	<ul style="list-style-type: none"> <li>Continued to provide information to community organizations, businesses, and residents that are in close proximity to the Project.</li> </ul>

Status	Description
	Managing critical issues and negotiating resolution – action required immediately.
	Managing some issues and negotiating resolution – action required in the near term.
	Managing day to day operations.

### 3. Project Documents and Achievements to Date

<b>Project Delivery</b>	<b>Project Planning and Development</b>	<ul style="list-style-type: none"> <li>• <u>GMC Business Case (April 2021)</u></li> <li>• <u>Cost Report (April 2021)</u></li> <li>• <u>GMC Relationship Review Process Description (April 2021)</u></li> <li>• <u>Request for Qualifications Issued (June 2021) and Closed (August 2021)</u></li> <li>• <u>Request for Proposals Issued (September 2021)</u></li> <li>• Executed Design-Build Agreement (April 2022)</li> </ul>
	<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Agricultural Land Commission (ALC) Approval (October 2021)</li> <li>• Fisheries and Oceans Canada (DFO) – Letter of Advice (October 2021)</li> <li>• Heritage Conservation Act (HCA) – Inspection Permit (November 2021)</li> <li>• Water Sustainability Act (WSA) – Order for Change Approval of Section 11 Permit (November 2023)</li> <li>• Water Sustainability Act (WSA) – Short-Term Use of Water (October 2022)</li> <li>• City of Richmond Watercourse Crossing Permit received (September 2023)</li> </ul>
	<b>Design and Construction</b>	<ul style="list-style-type: none"> <li>• Reference concept design developed (August 2021)</li> <li>• Construction began (July 2022)</li> <li>• Final design completed (June 2023)</li> </ul>
	<b>Community Benefits</b>	<ul style="list-style-type: none"> <li>• Special Project Needs Agreement (SPNA) (June 2021)</li> </ul>
<b>Partners/Stakeholders</b>	<b>Indigenous Groups</b>	<ul style="list-style-type: none"> <li>• Ongoing engagement and consultation.</li> <li>• Indigenous contracting targets met (September 2023)</li> </ul>
	<b>Third Parties</b>	<ul style="list-style-type: none"> <li>• BC Hydro Protocol Agreement (December 2018)</li> <li>• City of Richmond Municipal Agreement (August 2022)</li> </ul>
	<b>Public and Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>• Presentations to various stakeholders (2021 – ongoing)</li> </ul>

## 4. Monthly Highlights and Three Month Lookahead

### 4.1 Safety

<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Manage Project Occupational Health and Safety (OH&amp;S) activities using a collaborative and proactive management approach with all principal stakeholders.</li> <li>• Monitor relevant OH&amp;S performance metrics by setting measurable targets and objectives in the form of key performance leading and lagging indicators.</li> <li>• Ensure the Project complies with relevant Federal and Provincial Acts and Regulations and Municipal Codes and By-laws, as well as applicable best industry practice guidelines.</li> <li>• Outline relevant health and safety management processes and activities to ensure health and safety of workforce and public is always safeguarded.</li> </ul>
<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>• The total number of incidents and accidents documented on the health and safety log for the month was one (1).</li> <li>• The Lost Time Injury Frequency Rate (LTIFR) for the Project is zero (0), which is less than the WorkSafeBC 2022 rate of 1.7* for Heavy Construction (Bridge, Overpass, or Viaduct Construction or Repair). <i>* Injury rate data reflects Large Employer 100+ Person Years employer size.</i></li> <li>• Continued site monitoring, and reviewed documents and statistics submitted by the Design-Builder.</li> <li>• Conducted spot audits on mobile equipment, crane and piling operations.</li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>• Review Design-Builder's submitted documentation and monthly statistics.</li> <li>• Continue to inspect and monitor construction activities of the Design-Builder.</li> <li>• Continue spot audits of relevant Design-Builder activities.</li> </ul>

### 4.2 Quality

<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Monitor the Design-Builder's Project Quality Management System performance.</li> <li>• Monitor the Design-Builder's on-site and off-site construction activities, including inspections and testing.</li> <li>• Monitor the Design-Builder's internal and external audits, including audit reports.</li> <li>• Conduct Quality Management System and Site Surveillance Audits of Project work.</li> <li>• Monitor the Design-Builder's Non-Conformity tracking system, Non-Conformity Reports, including Correction and Opportunity for Improvement Log.</li> <li>• Review the Design-Builder's quality documentation, including inspection and test plans, correlated check-sheets and work method statements.</li> <li>• Lead internal quality meeting and attend quality-related team and contractor meetings.</li> <li>• Monitor the Design-Builder's quality control and quality assurance activities.</li> <li>• Review Design-Builder's handover documentation.</li> </ul>
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<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>• Reviewed the Design-Builder's quality documentation including inspection and testing plans, material documentation, third-party reports, correlated quality items in work method statements for upcoming work, and audit reports.</li> <li>• Performed a site surveillance audit for the Design Builder's settlement monitoring.</li> <li>• Attended the Design-Builder's independent audit to the Quality Management System.</li> <li>• Monitored the Design-Builder's site activities, including field inspections and testing.</li> <li>• Initiated one (1) Non-Conformity Report (NCR) this month related to construction, health and safety, systems, and environmental processes. To date, there have been a total of 15 NCRs reported by the Design-Builder and four (4) NCRs reported by the Province (one (1) open and 18 closed).</li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>• Continue to review the Design-Builder's quality documentation (i.e., inspection and testing plans and checklists) for upcoming work.</li> <li>• Monitor and conduct surveillance of the Design-Builder's site activities, including inspections and testing.</li> <li>• Conduct site surveillance audits of the Project work based on the Design-Builder's schedule.</li> <li>• Conduct quality management system audits on the Design-Builder.</li> <li>• Monitor the Design-Builder's internal and external audits, including audit reports.</li> <li>• Monitor the Design-Builder's non-conformity tracking system.</li> <li>• Identify and implement continuous improvement initiatives.</li> <li>• Monitor the Design-Builder's opportunities for improvement log.</li> <li>• Review the Design Builder's monthly reports.</li> </ul>

### 4.3 Environmental

<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Manage follow-up and compliance actions required under relevant environmental regulations and permits.</li> <li>• Liaise with regulators and stakeholders on matters related to the Project commitments made through the environmental and public engagement processes.</li> <li>• Manage outstanding environmental permits and associated environmental studies, monitoring, and compliance processes.</li> </ul>
<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>• Submitted a spot monitoring report for the southeast quadrant to the Archaeology branch of the Ministry of Forests.</li> <li>• Reviewed the Design-Builder's monthly and weekly environmental reports.</li> <li>• Reviewed surface water quality monitoring data from the Design-Builder and the Independent Environmental Monitor.</li> <li>• Amended the Design-Builder's fish salvage report to include a representative from the Semiahmoo First Nation who participated in the fish collection activity in an open ditch in front of Richmond Country Farms.</li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>• Continue to monitor and support archaeological spot-monitoring events.</li> <li>• Review the Design-Builder's environmental work plans.</li> </ul>

- Discuss annual updates to the Construction Environmental Management Plan and Environmental Work Plans with the Design-Builder.
- Continue to monitor and review the effectiveness of the recycled concrete aggregate material mitigation.
- Continue to monitor and provide input to Design-Builder on water management.

## 4.4 Design and Construction

### Scope:

- Provide technical advice to the Project Team on a broad range of Project issues, and inputs into the Design-Build Agreement (DBA).
- Oversee compliance with the design and construction requirements of the DBA, including undertaking reviews and audits, on-site monitoring, and other engagement with the Design-Builder.

### Monthly Highlights:

- Participated in weekly Technical Working Group and Construction Working Group meetings with the Design-Builder to progress design and construction items.
- Reviewed the Design-Builder's updated design submittals, which included:
  - Pile infill concrete mix design
  - Mechanically stabilized earth wall concrete mix design
- Reviewed the Design-Builder's updated construction work method statements and associated traffic control plans, including:
  - Watermain installation
  - Site access plans
  - Stage 4A detour plans
  - Stage 4B detour plans
- Monitored the Design-Builder's on-site construction activities, including:
  - Northeast quadrant pile rebar and concrete placement
  - Southeast quadrant median drainage installation
  - Civil works to prepare for electrical works at northbound loop ramp
  - Highway 99 closure for crane crossing to northwest quadrant for pile driving
- Completed structural repairs on the west pier of the existing structure (January 31- February 4):
  - Worked with the Ministry of Transportation and Infrastructure (MOTI) to facilitate collaborative traffic group.
  - Completed the traffic design work for single-lane-alternating traffic on the structure.
  - Worked with MOTI to facilitate collaborative structure repair workshops.
  - Completed design work for temporary pier shoring system.
  - Operated 24/7 to implement repairs.
  - Facilitated inspections and approval for reopening.



<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>• Monitor the Design-Builder’s on-site construction activities: <ul style="list-style-type: none"> <li>○ Cleanout of the pier pile in the northwest quadrant</li> <li>○ Removal of sand surcharge in the northeast quadrant</li> <li>○ Rebar installation and concrete pour of pier piles in the northwest quadrant</li> <li>○ Assembly of the pier column in the northeast quadrant</li> <li>○ Drainage works in the northeast and northwest quadrants</li> <li>○ City of Richmond watermain relocation</li> <li>○ Road construction for new ramp alignments</li> </ul> </li> </ul>
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## 4.5 Indigenous Groups

<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Consultation and engagement with the Identified Indigenous Groups (IIGs) on the design, Project logistics, permitting, environmental plans, economic development opportunities, cultural awareness and recognition, and construction and archaeological monitoring.</li> </ul>
<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>• Continued engagement on environmental plans and permitting.</li> <li>• Continued discussions with IIGs to support Project activities, including cultural awareness and recognition, site visits, and construction and archaeological monitoring opportunities.</li> <li>• Continued meetings between the Design-Builder and the IIGs.</li> <li>• Continued Project procurement discussions between the Design-Builder and the IIGs.</li> <li>• The contractor reports that Indigenous contracting targets outlined in the Design-Build Agreement have been met.</li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>• Coordinate additional site visits with interested IIGs.</li> <li>• Continue engagement with IIGs to develop the Cultural Recognition Program.</li> <li>• Continue engagement on environmental plans and permitting, landscaping, planting, and construction monitoring opportunities.</li> <li>• Facilitate further discussions between the Design-Builder and IIGs, as needed.</li> <li>• Continue to discuss job shadowing and mentorship opportunities for Indigenous youth.</li> </ul>

## 4.6 Third Parties

<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Project-specific Municipal Agreement (MA) with the City of Richmond (the City).</li> <li>• Engagement with the City and TransLink on construction impacts, stakeholder concerns, and other inputs to the Project.</li> </ul>
<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>• City of Richmond: <ul style="list-style-type: none"> <li>○ Continued bi-weekly meetings between the Project Team, the Design-Builder, and City of Richmond staff.</li> <li>○ Conducted weekly meetings between the Project Team, the Design-Builder, and City of Richmond staff related to the installation coordination of the new watermain.</li> </ul> </li> </ul>

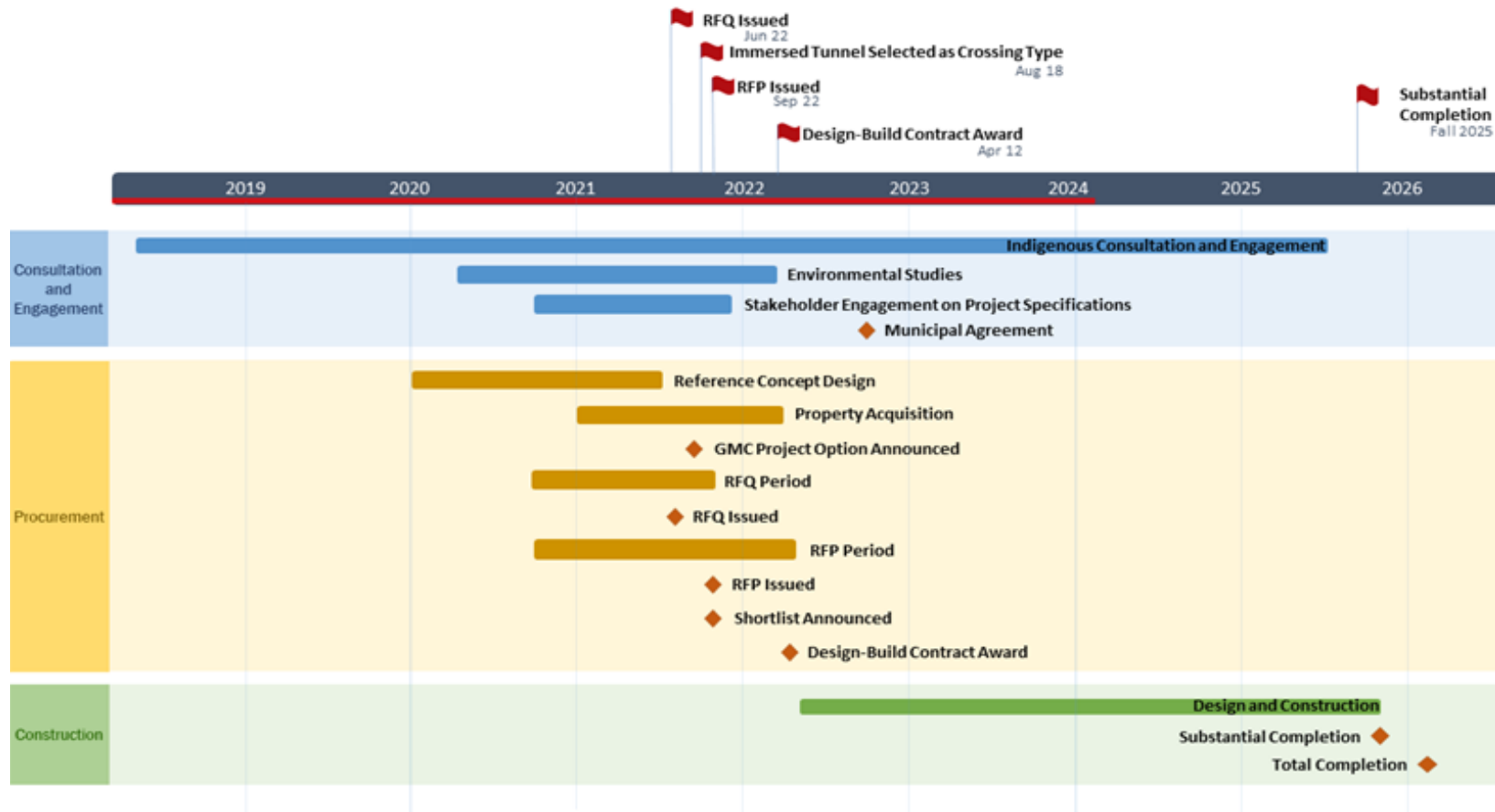
	<ul style="list-style-type: none"> <li>○ Coordinated the traffic management and public communications response related to the eastbound lane closure on Steveston Highway crossing over Highway 99 for structural assessment and west pier repairs.</li> <li>● TransLink and Coast Mountain Bus Company (CMBC): <ul style="list-style-type: none"> <li>○ Continued bi-weekly meetings between the Project Team, the Design-Builder, TransLink, and CMBC.</li> <li>○ Coordinated the traffic management response related to the eastbound lane closure on Steveston Highway crossing over Highway 99 for structural assessment and west pier repairs.</li> </ul> </li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>● Complete reviews of the Design-Builder submittals and design packages by the City of Richmond and TransLink.</li> <li>● Continue to support the Design-Builder in obtaining any relevant permits for upcoming work.</li> <li>● Coordination with the City of Richmond on installation of new watermain.</li> </ul>

## 4.7 Public and Stakeholder Engagement

<b>Scope:</b>	<ul style="list-style-type: none"> <li>● Overseeing and managing ongoing communications and engagement with the public and stakeholders.</li> <li>● Development and implementation of communication strategies.</li> <li>● Creation of compelling content and messaging, and the cultivation of relationships with key stakeholders.</li> </ul>
<b>Monthly Highlights:</b>	<ul style="list-style-type: none"> <li>● Conducted weekly meetings with the Design-Builder to assess potential public impacts and review proposed communication approaches.</li> <li>● Monitored the public impacts related to the Highway 99 loop ramp closure/detour.</li> <li>● Coordinated communications related to the eastbound lane closure on Steveston Highway crossing over Highway 99 for structural assessment and west pier repairs, including distribution of traffic advisories and public and stakeholder notifications from January 31 to February 4, once the repairs were complete and the two-way traffic was restored.</li> </ul>
<b>Three-Month Lookahead:</b>	<ul style="list-style-type: none"> <li>● Prepare and distribute construction notices related to traffic impacts on Steveston Highway.</li> <li>● Update the Project’s annual Incident Communications Plan.</li> <li>● Facilitate a Traffic Advisory Committee meeting with stakeholders.</li> <li>● Provide Project updates on construction activities to stakeholders located nearby.</li> </ul>

## 5. Schedule

The following schedule depicts deliverables, milestones and associated dates and timelines for the implementation phase of the Project, as well as anticipated construction timelines.



# 6. Project Photos

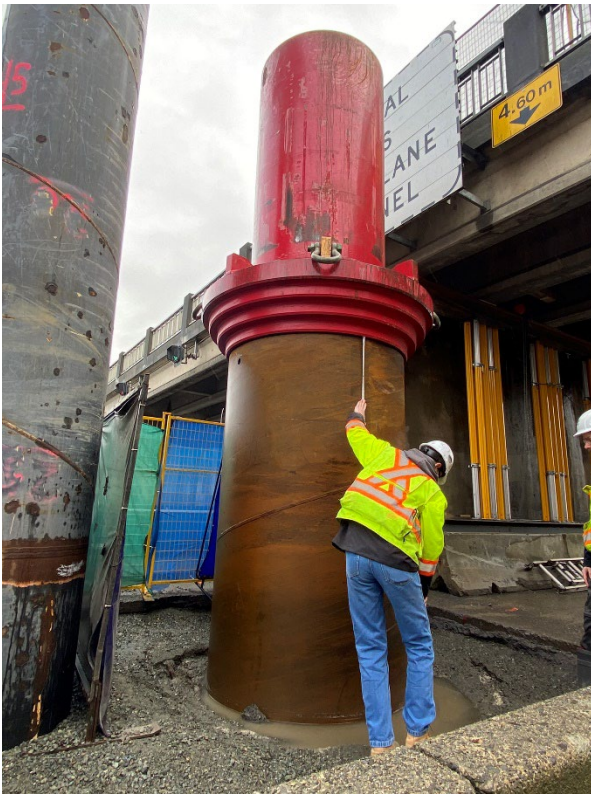


Figure 1: Measuring piles to establish cut-off point



Figure 2: Cutting piles in the northwest quadrant



Figure 3: Shoring installed as part of the west pier repair