An annual progress report and appended audit is required under Section 9 and Schedule D of the Canada – City of Victoria –Building Canada Fund Agreement for the Johnson Street Bridge Replacement. This report is used to provide the Management Committee with information regarding the status of the project and to formally track progress to date under the agreement. The report may also be posted on the Transport Canada website and the City's Johnson Street Bridge Replacement Project website for public use.
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Introduction

The new bridge opened to traffic on March 31, 2018 and the event was attended by 15,000 people. This has enabled deconstruction of the existing bridge to commence. Once the deconstruction is completed, the south side pedestrian walkway on the new bridge can be completed and open to the public. The rest of the new bridge is in use and it has operated flawlessly since opening day.

Victoria’s new Johnson Street Bridge is an important transportation connection that connects the neighbourhood of Victoria West and several of Greater Victoria’s regional municipalities with the heart of downtown Victoria. Built to a lifeline seismic standard, the replacement bridge will serve the community for the next 100 years. It will provide improved safety and accessibility for more than 30,000 people that cross the bridge each day, including more than 3,000 cyclists and 4,000 pedestrians. More than 50 per cent of the new bridge will be dedicated to pedestrians and cyclists. In addition to maintaining three lanes for vehicles, the new bridge will include on-road bike lanes, a multi-use trail for pedestrians and cyclists, and a dedicated pedestrian pathway. The new bridge will help improve pedestrian and cycling connectivity for the region by creating a new downtown trailhead for the Galloping Goose, Lochside, and E&N trails. Cycling and pedestrian connectivity will also be enhanced at Esquimalt and Harbour Roads with the inclusion of a multi-use overpass connecting the Galloping Goose and E&N trails together. The future David Foster Harbour Pathway will link with the new bridge’s pedestrian walkway, passing underneath the bridge and through the bridge wheel. This new connection will improve pedestrian connectivity between the Victoria West Westsong Walkway, the north end of downtown, and the Inner Harbour. The bridge will also feature new public plazas on the east and west sides of the bridge. The new north east plaza will create a new trailhead for the region’s Galloping Goose, Lochside, and E&N multi-use trails. The south east plaza will connect with the pedestrian pathway across the bridge and future David Foster Harbour Pathway. The new park on the west side is an additional planned enhancement to the area as a result of the bridge project. It will connect with pedestrian pathways to and from the bridge and a future waterfront green space. The conceptual designs and preliminary budgets for these plaza spaces were presented to City Council and are subject to further budget and City Council approvals.
The new bridge is one of the largest single-leaf lift bridges in North America, creating a new iconic structure and destination within Victoria’s Inner Harbour. The new bridge will improve the existing navigation channel, bringing it to modern standards for continued support of the marine industry and recreational and commercial vessels accessing the Upper Harbour. The replacement of the Johnson Street Bridge is the largest infrastructure project ever undertaken by the City of Victoria. It has required significant planning and preparation to address risks, timeline, and budget. In July 2014, regular steel quality inspections that were being conducted by quality control consultants found that some aspects of the steel fabrication had not been undertaken in accordance with the design specifications. This resulted in the City of Victoria rejecting the steel and created a delay. Steel fabrication recommenced in March 2015 and was completed 2017. Regular inspections by the fabricator and the contractor’s quality control consultants were routinely conducted to help ensure all aspects of the steel fabrication met the design specifications. The Government of Canada is providing up to $37.5 million in funding towards the project, including $21 million from the Building Canada Fund and $16.5 million through Canada’s Gas Tax Fund. The Government of Canada has also provided a $10.2 million low-cost infrastructure loan through the Canada Mortgage and Housing Corporation’s Municipal Infrastructure Lending Program. The remaining bridge replacement costs are funded by the City of Victoria through reallocated capital budgets and electoral-approved borrowing. The new bridge is the fourth bridge crossing built at its location.
General Overview

Significant Milestones or Project Progress Communicated to the Public

The major focus over the past year has been receiving the steel from China and assembling it in Victoria, as well as preparing the bridge for public opening. Below is a brief overview of the work that took place over the past year. For additional information, all the Johnson Street Bridge Quarterly Updates can be found at: http://www.johnsonstreetbridge.com/the-project/council-updates

April 2017
- The fabrication of the span support structures for the running rail and rack were under fabrication in Tianjin, China by QuayQuip
- Trial assembly of the rings and trusses was underway at the Jiangsu Zhongtai Bridge Steel plant (hereinafter referred as ZTSS) located in Jingjiang City, Jiangsu Province, China

May 2017
- Project Director, Jonathan Huggett, visited China to view both the progress on the span support structure in Tianjin and the trial fit up work in Jingjiang City, Jiangsu
- Trial assembly of the rings and trusses continued at the Jiangsu Zhongtai Bridge Steel plant
- Painting of the steel at the ZTSS steel fabrication plant in China commenced

June 2017
- Painting of the steel at the ZTSS steel fabrication plant in China continued with work focused on completing the two rings to enable shipping to Victoria in July 2017
- The fabrication of the span support structures for the running rail and rack continued in Tianjin, China by QuayQuip
- In Victoria, the Janion Plaza on the north east quadrant of the project was opened to the public

July 2017
- The two steel rings and lower counterweight were loaded on the heavy lift ship in the Port of Shanghai for transport to Victoria
- The fabrication of the span support structures for the running rail and rack was nearing completion in Tianjin, China by QuayQuip ready for shipment via container to Victoria
August 2017

- In Victoria, the two steel rings arrived in the Port of Vancouver and were then barged to Victoria
- The rings were off loaded at the Point Hope shipyard in Victoria ready for the attachment of the span support structure and also completion of the painting
- The span support structures were shipped via container to Victoria from Tianjin
- The bascule leaf was loaded onto the heavy lift ship in the Port of Shanghai for transport to Victoria

September 2017

- The bascule leaf arrived by heavy lift ship direct from Shanghai to the Port of Victoria, and was off loaded onto a barge
- The barge containing the leaf formed the work platform where the outriggers that connected the pedestrian walkway to the bridge were attached, and the barge was anchored at the north end of Victoria harbour where work could continue

October 2017

- Painting of the rings continued and the span support structure was attached to each ring
- The lower counter weight was painted and some ballast was installed

November 2017

- Work continued on completing both rings and lower counter weight for installation in the permanent structure

December 2017

- The two rings were lifted into place in the concrete bascule pier using the Dynamic Beast heavy lift crane

January 2018

- The lower counter weight was attached to the two rings and lead ballast was loaded into the lower and upper counterweights

February 2018

- The bascule leaf was lifted by the Dynamic Beast heavy lift crane into position for attachment to the rings
- Work continued on final paint touch up and completion of all systems

March 2018

- Testing and commissioning of the new bridge was undertaken together with training for the operations and maintenance staff of the City of Victoria
- The new bridge opened to traffic on 31 March 2018 with the exception of the south side pedestrian walkway which cannot be completed until the old bridge is deconstructed
Environmental Monitoring Activities and Issues: April 1, 2017 – March 31, 2018

Between April 2017 and March 2018, five environmental inspections were carried out at the Johnson Street Bridge replacement site (the “Site”). These inspections typically included reviews of waste management, erosion control, spill prevention and response, fuel storage and management and other checks that emphasized the prevention of environmental risks and implementation of appropriate protection measures, when warranted. Water quality was monitored during two of the inspections, to assess turbidity during underwater rip-rap placement. Hydroacoustic monitoring was completed during another visit, to assess underwater noise and pressure during in-water pile advancement. The number of inspections completed in the past year reflects the low environmental risk associated with the limited construction activities that took place during this period. During environmental inspections, recommendations were periodically made to improve environmental protection measures, which the bridge constructors addressed promptly and completely, without exception. No non-compliances were noted during any of the inspections.

Project Benefits

Built to a lifeline seismic standard, the new bridge will serve the community for the next 100 years. It will provide improved safety and accessibility for more than 30,000 people that cross the bridge each day, including more than 3,000 cyclists and 4,000 pedestrians. The new bridge will help improve cycling and pedestrian connectivity for the region by creating a new downtown trailhead for the Galloping Goose, Lochside, and E&N Trails.

Cycling and pedestrian connectivity will also be enhanced with the inclusion of on-road bike lanes, a dedicated pedestrian pathway, a multi-use trail and a multi-use trail overpass at the intersection of Harbour and Esquimalt Roads.

Upon completion, the new bridge will be the largest single-leaf bascule bridge in Canada – and one of the largest in the world – creating a new iconic structure and destination within Victoria’s Inner Harbour.

New public plaza spaces and a new City park are planned enhancements to the area as a result of the bridge project.
Economic Improvements

The Urban Development Institute believes the new bridge will encourage and strengthen development opportunities estimated to be in excess of half a billion dollars in Victoria West and downtown Victoria.

In addition to several developments underway in the downtown area, two longstanding vacant properties, the Northern Junk and Janion buildings, are both being revitalized immediately adjacent to the bridge site. Another new development is also underway and has future economic expansion plans on the west side of the bridge.

Several local businesses have been awarded contracts related to construction of the new bridge, creating and supporting local jobs. Some of the Victoria-based companies working on the project include Butler Brothers Supplies Ltd, Crane Consulting, Don Mann Excavating, Focus Surveying, Hemmera, Island Traffic Services, Ocean Concrete, and Salish Sea Industrial. The final assembly of the span support structure to the rings, and other works were carried out by United Engineering Ltd. at the Point Hope Ship Yard. Painting of the structure was largely undertaken by Clark and Pattison of Victoria.

Update on Risk Management

The new bridge is now operational with the exception of the south side pedestrian walkway. There have been no significant problems with operation of the new bridge. In addition there is a two year warranty to deal with any unforeseen defects. The following risks remain:

1. Deal with contaminated soil in and around the excavation of the old bridge east abutment. A portion of the contingency has been allocated for that work, and the environmental consultant is drilling characterization boreholes to accurately determine the extent.

2. Completion of the public realm spaces. No problems are anticipated and the work is underway.

The Project will be completed within the revised budget of $105.06 million approved by Council.
Official Management Committee Meetings

Two official management committee meetings were held during the fiscal year:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Attending</th>
</tr>
</thead>
</table>
| Oct 10, 2017  | Teleconference | Martin McKay – A/Director, Transit and West Projects – Transport Canada (TC) Co-Chair  
|               |             | Susanne Thompson – Director of Finance – City of Victoria (CoV) Co-Chair  
|               |             | Bill Eisenhauer – Engagement Director – CoV  
|               |             | Emma Childs – Communications - Infrastructure Canada  
|               |             | Jonathan Huggett – Project Director – CoV  
|               |             | Scott Crombie – Project Manager - TC  
|               |             | Laurel Westinghouse – Manager, Accounting Services - CoV  
|               |             | Peter Paine – Financial Analyst - CoV  |
| February 13, 2018 | Teleconference | Martin McKay – A/Director, Transit and West Projects – Transport Canada (TC) Co-Chair  
|               |             | Laurel Westinghouse – Manager, Accounting Services – CoV Co-Chair **In Susanne Thompson's Absence**  
|               |             | Jonathan Huggett – Project Director – CoV  
|               |             | Scott Crombie – Project Manager - TC  
|               |             | Peter Paine – Financial Analyst - CoV  
|               |             | Sabrina Nash – Communication Advisor – Infrastructure Canada  |

Schedule Revisions

<table>
<thead>
<tr>
<th>Revision</th>
<th>Revision Date</th>
<th>Justification for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>2013/07/12</td>
<td>Adjustment between budget forecast years based on award of construction contract. No change in total project forecast.</td>
</tr>
<tr>
<td>8</td>
<td>2013/09/13</td>
<td>New cash flow by contractor and less work being completed by contractor.</td>
</tr>
<tr>
<td>9</td>
<td>2013/12/06</td>
<td>New cash flow by contractor and less work being completed by contractor.</td>
</tr>
<tr>
<td>10</td>
<td>2014/02/06</td>
<td>New cash flow by contractor and less work being completed by contractor.</td>
</tr>
<tr>
<td>11</td>
<td>2015/03/26</td>
<td>New cash flow by contractor, less work being completed by contractor and project extension request.</td>
</tr>
<tr>
<td>12</td>
<td>2015/08/15</td>
<td>New cash flow by contractor, less work being completed by contractor, budget increase and decrease in Transport Canada funding rate.</td>
</tr>
<tr>
<td>13</td>
<td>2015/12/07</td>
<td>New cash flow by contractor, less work being completed by contractor and budget increase.</td>
</tr>
<tr>
<td>14</td>
<td>2016/07/05</td>
<td>New cash flow by contractor, less work being completed by contractor and budget increase.</td>
</tr>
<tr>
<td>15</td>
<td>2016/11/01</td>
<td>New cash flow by contractor, less work being completed by contractor.</td>
</tr>
<tr>
<td>16</td>
<td>2017/07/19</td>
<td>New cash flow by contractor, less work being completed by contractor.</td>
</tr>
<tr>
<td>17</td>
<td>2017/09/14</td>
<td>New cash flow by contractor, less work being completed by contractor.</td>
</tr>
<tr>
<td>18</td>
<td>2017/11/17</td>
<td>New cash flow by contractor, more work being completed by contractor.</td>
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</table>
Detailed Project Status and Work Completed

<table>
<thead>
<tr>
<th>Detailed Project Status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Side Road Works Interim Configuration</td>
<td>Completed</td>
</tr>
<tr>
<td>East Superstructure Span/Deck</td>
<td>Completed</td>
</tr>
<tr>
<td>West Superstructure Span/Deck</td>
<td>Completed</td>
</tr>
<tr>
<td>Civil Infrastructure Harbour and Esquimalt Partial Takeover</td>
<td>Completed</td>
</tr>
<tr>
<td>Pedestrian Overpass</td>
<td>Completed</td>
</tr>
<tr>
<td>Bascule Mechanical and Electrical Work</td>
<td>Completed</td>
</tr>
<tr>
<td>Bridge Control Room</td>
<td>Completed</td>
</tr>
<tr>
<td>Pedestrian Canopy</td>
<td>Completed</td>
</tr>
<tr>
<td>Steel/Bascule Leaf Fabrication (China)</td>
<td>Completed</td>
</tr>
<tr>
<td>Fendering Design</td>
<td>Under review</td>
</tr>
<tr>
<td>Janion Plaza Interface</td>
<td>Completed</td>
</tr>
<tr>
<td>Installation of Traffic Control Equipment</td>
<td>Completed</td>
</tr>
<tr>
<td>Bridge Management Program</td>
<td>In Progress</td>
</tr>
<tr>
<td>Public Art</td>
<td>Concept Approved by Council</td>
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<tr>
<td>Opening/Closing Event</td>
<td>Completed</td>
</tr>
</tbody>
</table>
### JSB - CPM Project Schedule - Fully Assembled Leaf (CURRENT)

<table>
<thead>
<tr>
<th>Activity ID</th>
<th>Activity Name</th>
<th>Original Duration</th>
<th>Remaining Duration</th>
<th>Actual Complete</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.101</td>
<td>BRIDGE COMPLETION (Traffic on bridge)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.102</td>
<td>TOTAL COMPLETION (Demo and plaza)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.110</td>
<td>Install South Side PL-2 Barrier and Curb</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.111</td>
<td>Install PED Architectural Handrails</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.112</td>
<td>Line Paint for Interim Condition</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.113</td>
<td>Demo East Abrasion and Mass Excavitation</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.114</td>
<td>Construct East Plaza (ON HOLD)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.115</td>
<td>East Plaza Hard landscaping (ON HOLD)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.116</td>
<td>Public Realm - East Plaza Design</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.117</td>
<td>Public Realm - West Plaza Design</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.118</td>
<td>Complete Island and Median Work</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.119</td>
<td>Electical Functional Testing and Commissioning</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.120</td>
<td>New Bridge Operational</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.121</td>
<td>East Approach &amp; Roadworks</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.122</td>
<td>West Approach &amp; Roadworks</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.123</td>
<td>Demo East Pier &amp; Machinery</td>
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<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.124</td>
<td>Steel Fabrication</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
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</tr>
<tr>
<td>M.125</td>
<td>Non-Structural</td>
<td>0</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>M.126</td>
<td>South Ring Paint &amp; Machinery</td>
<td>0</td>
<td>0</td>
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<td>09-Apr-18</td>
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<tr>
<td>M.127</td>
<td>Bascule Leaf</td>
<td>0</td>
<td>0</td>
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<td>09-Apr-18</td>
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<tr>
<td>M.128</td>
<td>Bascule Pier Concrete</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.129</td>
<td>E.P.100 New Bridge Operational</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.130</td>
<td>E.P.102 Electrical Testing and Commissioning</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
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<tr>
<td>M.131</td>
<td>1140 Install DOC PED Architectural Handrails</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.132</td>
<td>1150 Public Realm - East Plaza Design</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
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<tr>
<td>M.133</td>
<td>1160 Public Realm - West Plaza Design</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.134</td>
<td>1170 M.101 BRIDGE COMPLETION (Traffic on bridge)</td>
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<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.135</td>
<td>1180 M.102 TOTAL COMPLETION (Demo and plaza)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.136</td>
<td>1190 M.110 Install South Side PL-2 Barrier and Curb</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
</tr>
<tr>
<td>M.137</td>
<td>1200 M.111 Install PED Architectural Handrails</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.138</td>
<td>1210 M.112 Line Paint for Interim Condition</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.139</td>
<td>1220 M.113 Demo East Abrasion and Mass Excavitation</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
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<tr>
<td>M.140</td>
<td>1230 M.114 Complete Island and Median Work</td>
<td>0</td>
<td>0</td>
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<td>09-Apr-18</td>
<td>09-Apr-18</td>
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<tr>
<td>M.141</td>
<td>1240 M.115 Construct East Plaza (ON HOLD)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>09-Apr-18</td>
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</tr>
</tbody>
</table>

**Schedules:**
- **E.P.100** Electrical Functional Testing and Commissioning
- **E.P.101** New Bridge Operational
- **1140** Install DOC PED Architectural Handrails
- **1150** Public Realm - East Plaza Design
- **1160** Public Realm - West Plaza Design
- **1170** M.101 BRIDGE COMPLETION (Traffic on bridge)
- **1180** M.102 TOTAL COMPLETION (Demo and plaza)
- **1190** M.110 Install South Side PL-2 Barrier and Curb
- **1200** M.111 Install PED Architectural Handrails
- **1210** M.112 Line Paint for Interim Condition
- **1220** M.113 Demo East Abrasion and Mass Excavation
- **1230** M.114 Complete Island and Median Work
- **1240** M.115 Construct East Plaza (ON HOLD)
- **1250** Complete Island and Median Work
- **1260** East Approach & Roadworks
- **1270** West Approach & Roadworks
- **1280** Demo East Pier & Machinery
- **1290** South Ring Paint & Machinery
- **1300** Bascule Leaf
- **1310** Bascule Pier Concrete

**Summary:**
- Project Status: 60% Complete
- Remaining Work: 40%
- Critical Remaining Work:
  - East Approach & Roadworks (60% Complete)
  - West Approach & Roadworks (60% Complete)
  - Demo East Pier & Machinery (60% Complete)
  - South Ring Paint & Machinery (60% Complete)
  - Bascule Leaf (60% Complete)
  - Bascule Pier Concrete (60% Complete)

**Project Timeline:**
- **Start:** 09-Apr-18
- **Finish:** 09-Apr-18

**Milestones:**
- **09-Apr-18:** Bridge Works
- **09-Apr-18:** East Approach & Roadworks
- **09-Apr-18:** West Approach & Roadworks
- **09-Apr-18:** Demo East Pier & Machinery
- **09-Apr-18:** South Ring Paint & Machinery
- **09-Apr-18:** Bascule Leaf
- **09-Apr-18:** Bascule Pier Concrete

**Tasks:**
- **09-Apr-18:** Bridge Works
- **09-Apr-18:** East Approach & Roadworks
- **09-Apr-18:** East Approach & Roadworks
- **09-Apr-18:** West Approach & Roadworks
- **09-Apr-18:** Demo East Pier & Machinery
- **09-Apr-18:** South Ring Paint & Machinery
- **09-Apr-18:** Bascule Leaf
- **09-Apr-18:** Bascule Pier Concrete

**Key Activities:**
- Electrical Functional Testing and Commissioning
- New Bridge Operational
- Install DOC PED Architectural Handrails
- Public Realm - East Plaza Design
- Public Realm - West Plaza Design
- Complete Island and Median Work
- East Approach & Roadworks
- West Approach & Roadworks
- Demo East Pier & Machinery
- South Ring Paint & Machinery
- Bascule Leaf
- Bascule Pier Concrete

**Notes:**
- Project is ongoing with 60% completion.
- Remaining work is distributed across various tasks.
- Critical tasks include East Approach & Roadworks, West Approach & Roadworks, Demo East Pier & Machinery, South Ring Paint & Machinery, Bascule Leaf, and Bascule Pier Concrete.
- Milestones are marked for key activities.

**Additional Information:**
- Project is a replacement project for Johnson Street Bridge.
- Schedules and milestones are maintained in the CPM Project Schedule.
- Actual work and remaining work are tracked.

**City Layout:**
- Project layout includes key areas such as approach spans, plazas, and critical construction areas.

**Project Completion:**
- Total completion (Demo and plaza) is scheduled for 09-Apr-18.
- BRIDGE COMPLETION (Traffic on bridge) is ongoing.

**Goals:**
- Complete all remaining tasks by 09-Apr-18.
- Ensure quality and safety standards are met throughout the project.
- Maintain communication with stakeholders.
## City of Victoria | ANNUAL REPORT 2017/18 | JOHNSON STREET BRIDGE REPLACEMENT PROJECT

### Project Schedule

<table>
<thead>
<tr>
<th>Activity ID</th>
<th>Activity Name</th>
<th>Original Duration</th>
<th>Remaining Duration</th>
<th>Activity % Complete</th>
<th>Start</th>
<th>Finish</th>
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<tbody>
<tr>
<td>WB 105</td>
<td>Line Paint for Interim Condition</td>
<td>45</td>
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<td>28-May-18</td>
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<tr>
<td>WB 102</td>
<td>Demo Transition (S-Curve) Alignment</td>
<td>6</td>
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<td>02-Apr-18</td>
<td>30-Mar-18</td>
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<tr>
<td>WB 103</td>
<td>Complete South Side PL-2 Barrier</td>
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<td>0%</td>
<td>02-May-18</td>
<td>09-May-18</td>
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<tr>
<td>WB 113</td>
<td>Complete Median Work</td>
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<td>WB 118</td>
<td>Final Paint &amp; Striping</td>
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<tr>
<td>West Phase</td>
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<td>24-May-18</td>
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<tr>
<td>WP 100</td>
<td>Demo West Abutment and Mills Excavation</td>
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<td>01-May-18</td>
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<tr>
<td>WP 101</td>
<td>Complete West Phase (ON HOLD)</td>
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<tr>
<td>WP 102</td>
<td>Complete Front Landscape (ON HOLD)</td>
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<tr>
<td>Existing Bridge</td>
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<td>30-Mar-18</td>
<td>01-Jun-18</td>
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<tr>
<td>EB 102</td>
<td>Old Bridge permanently closed</td>
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<td>Demo Light Poles and Traffic Gates on East and West Sides</td>
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<td>Remove Handrail and Barrier at Abutment and East Span</td>
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<td>09-Apr-18</td>
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<td>Existing Bridge Removal</td>
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<td>07-Jun-18</td>
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<td>EB 182</td>
<td>Install Tail Hold System on East Span</td>
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<td>11-Apr-18</td>
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<tr>
<td>West Span Preparation</td>
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<tr>
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<td>13-Apr-18</td>
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<td>Remove West Span Sidewalk Overhang and Deck</td>
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<td>03-Apr-18</td>
<td>12-Apr-18</td>
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<tr>
<td>EB 182</td>
<td>Cut Anchor Bolts at Bearings Locations</td>
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<td>2</td>
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<td>12-Apr-18</td>
<td>12-Apr-18</td>
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<tr>
<td>EB 127</td>
<td>Decommission Old Bridge - Cut Power Etc.</td>
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<td>14-Apr-18</td>
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<td>Install Under Bridge Spreaders</td>
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<td>16-Apr-18</td>
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<tr>
<td>EB 130</td>
<td>Mobile Beak Crane and Position in Channel</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>14-Apr-18</td>
<td>14-Apr-18</td>
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<tr>
<td>EB 157</td>
<td>Remove Operating Slides</td>
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<td>16-Apr-18</td>
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<td>EBC 105</td>
<td>Lift Bascule Span and Connect Tail Hold Jacks and Stress</td>
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<td>0%</td>
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<td>17-Apr-18</td>
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<td>EBC 110</td>
<td>Cut Link Arm and Lower Bridge</td>
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<td>18-Apr-18</td>
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<td>EBC 120</td>
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<td>18-Apr-18</td>
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<td>EBC 137</td>
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<td>19-Apr-18</td>
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<td>Between Closure 1 and 2</td>
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<td>01-Jun-18</td>
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<tr>
<td>EB 170</td>
<td>Remove Counterweight</td>
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<td>01-Jun-18</td>
<td>03-May-18</td>
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<tr>
<td>EB 121</td>
<td>Remove Operations House</td>
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<td>09-Feb-18</td>
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<td>EB 143</td>
<td>Remove East Span Sidewalk Overhang and Deck</td>
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<td>13-May-18</td>
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<td>EB 185</td>
<td>Cut Anchor Bolts at Bearings Locations</td>
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<td>04-May-18</td>
<td>06-May-18</td>
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<td>Closure</td>
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<td>0%</td>
<td>04-May-18</td>
<td>06-May-18</td>
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<tr>
<td>EB 130</td>
<td>Mobile Beak Crane and Position in Channel</td>
<td>4</td>
<td>4</td>
<td>0%</td>
<td>06-May-18</td>
<td>06-May-18</td>
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<tr>
<td>EBC 135</td>
<td>Lift Counterweight Truss and Tower Truss and Set on Deck of Barge</td>
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<td>14-May-18</td>
<td>16-May-18</td>
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<tr>
<td>EBC 140</td>
<td>Lift East Span and Set on Deck of Beak</td>
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<td>1</td>
<td>0%</td>
<td>16-May-18</td>
<td>17-May-18</td>
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<tr>
<td>EBC 145</td>
<td>Demolise Beak Crane</td>
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<td>18-May-18</td>
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<td>Structural Demolition and Improvements</td>
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<td>01-Jun-18</td>
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<tr>
<td>SI 130</td>
<td>Remove Bearing Realises from Rest Pier and Trunion Pier</td>
<td>5</td>
<td>5</td>
<td>0%</td>
<td>19-Apr-18</td>
<td>25-Apr-18</td>
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<tr>
<td>SI 135</td>
<td>FIPS Cap at Rest Pier and Main Trunion Pier</td>
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<td>0%</td>
<td>26-Apr-18</td>
<td>02-May-18</td>
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<tr>
<td>SI 140</td>
<td>Remove Bearing Realises from Cwt, Trunion Pier</td>
<td>5</td>
<td>5</td>
<td>0%</td>
<td>18-May-18</td>
<td>25-May-18</td>
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<tr>
<td>SI 145</td>
<td>FIPS Cap at Cwt, Trunion Pier</td>
<td>5</td>
<td>5</td>
<td>0%</td>
<td>25-May-18</td>
<td>01-Jun-18</td>
</tr>
</tbody>
</table>
## Contract Authorizations

<table>
<thead>
<tr>
<th>Contract Authorization</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Budget</th>
<th>Material Supplied/ Work Completed by Recipient</th>
</tr>
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<tbody>
<tr>
<td>419785</td>
<td>2009/12/04</td>
<td>2011/03/31</td>
<td>$366,945</td>
<td>Jacques Whitford/Stantec Axys – Permits and Approvals Required</td>
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<td>421346/436868</td>
<td>2011/04/01</td>
<td>2012/12/31</td>
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<td>2012/12/31</td>
<td>$13,136</td>
<td>Keay and Associates Architecture – Architectural Services for the Deconstruction of Buildings 5, 6 &amp; 7 at Harbour Road</td>
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<td>434273</td>
<td>2011/01/01</td>
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<td>Tower Fence Products LTD – JSB Fencing</td>
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<td>Stantec Consulting Ltd – Permits and Approvals, Geotechnical Services, Archaeological Monitoring, Soil Management Plan, In-Water Drilling Program</td>
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<td>435763</td>
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<td>2012/02/03</td>
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<td>2011/11/17</td>
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<td>Contract Authorization</td>
<td>Start Date</td>
<td>Completion Date</td>
<td>Budget</td>
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<td>441758</td>
<td>2011/11/24</td>
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<td>Golder Associates – Archaeological Impact Assessment for the installation of a temporary traffic signal for the duration of the JSB Replacement Project to detour pedestrians from the multi-use trail.</td>
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<td>2011/12/23</td>
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<td>452893</td>
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<td>PCL Constructors West coast Inc. – construct a new, moveable bridge to replace the existing Johnson Street Bridge as well as certain related street and utility works, and demolish the existing Johnson Street Bridge. The construction of the Existing Bridge and the performance of the Related Works is collectively the “JSB Replacement Project”</td>
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<td>456324</td>
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<td>Golder Associates Ltd – Fish Habitat Monitoring for Telus Duct Work</td>
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</tbody>
</table>
## Contract Authorizations

<table>
<thead>
<tr>
<th>Contract Authorization</th>
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<tbody>
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<td>459084/459804</td>
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<td>BC Hydro – Plant Relocation/Electrical Services to the Johnson Street Bridge</td>
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<td>461467/470824</td>
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Media Releases and Communications Material
Media Advisory

First Johnson Street Bridge Steel Shipment Leaving China

Date: Monday, July 17, 2017

VICTORIA, BC – The first shipment of steel pieces for the new Johnson Street Bridge has been loaded onto a barge in China and will travel down the Yangtze River to Shanghai. Once it arrives in Shanghai the steel will be loaded onto a heavy lift ship in and transported to British Columbia.

The steel will take approximately 25 days to cross the Pacific Ocean and will arrive in mid-late August. The components being shipped include the north and south rings, the lower counterweight and the temporary structure (false work) used to support the various components of the bridge during erection. The steel will be offloaded at either Ogden Point in Victoria or at the Fraser Surrey Docks depending on the Victoria cruise ship schedule. It will then be transported to Point Hope Shipyard.

Once the steel arrives in Victoria it will be cleaned and then inspected for any possible damage during shipping. The painting of the south ring is complete, however to meet the required shipping date, the north ring has only received a primer coating, and the painting of the north ring will be completed in Victoria.

Once at the Point Hope Shipyard, United Engineering will attach the span support structure which is nearing completion in Tianjin, China. The segments of the span support structure are being shipped separately and are composed of much smaller segments which can be shipped by container.

The second shipment of steel is expected to leave China in September and arrive in October.

MEDIA OPPORTUNITY:

What: Johnson Street Bridge steel shipment arrival
When: Mid-late August – the City will alert media closer to the date when the steel is expected to arrive
Where: To be determined depending on the Victoria cruise ship schedule

Ship tracking information:
For those interested in tracking the progress of the vessel carrying the steel, click the link to follow the AAL KEMBLA travel progress across the Pacific Ocean: AAL KEMBLA

Photos attached:
- The south ring being lifted onto the barge
- The north and south rings loaded onto the barge

For more information visit: www.johnsonstreetbridge.com

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For More Information:
Rebecca Penz
Engagement Advisor
Cellular: 250.661.0085
Media Release

Johnson Street Bridge Closed to Vehicles
August 13 For Final Paving

Date: Thursday, July 27, 2017

VICTORIA, BC — On Sunday, August 13 the Johnson Street Bridge and road approaches between Harbour Road and Wharf Street will be closed from approximately 5:30 a.m. to 11:00 p.m., while paving takes place between Wharf Street and the new bridge. Starting Monday, July 31st, drivers and cyclists can expect daytime congestion and delays in this area, as preparation work takes place in advance of final paving.

The work from July 31 – August 12 will require periodic lane closures between the hours of 9 a.m. – 3 p.m. Access across the Johnson Street Bridge in both directions will be maintained at all times, however, minor delays are anticipated. During the August 13th closure for final paving, the bridge and the streets on the downtown side of the bridge will be closed to vehicle traffic, however pedestrian and cyclist connections between downtown and the Victoria West neighbourhood will be maintained.

Advance warning signs will be posted on streets approaching the work area to advise motorists of traffic changes. People walking and riding bikes should also look for re-routing signage, and follow directions from flaggers to make their way around the work zone. Commuters are advised to consider alternate routes to avoid delays during these times.

Paving is being done at this time to take advantage of favourable weather conditions.

For more information on the closure plan and the project, visit www.JohnsonStreetBridge.com

For More Information:
Rebecca Penz
Engagement Advisor
250.661.0085
rpenz@victoria.ca

— 30 —
Final Johnson Street Bridge Steel Shipment Arrives In Victoria Sunday

Date: Friday, September 15, 2017

For Immediate Release

VICTORIA, B.C. – The final shipment of steel for the new Johnson Street Bridge is expected to arrive in Victoria at the Ogden Point terminal late on Sunday evening.

The pieces included in that shipment are the bridge deck span that cars and bikes will travel across and the pedestrian and multi-use pathways. On Monday the bridge deck span will be offloaded onto a barge and lashed down in order to be transported under the current Johnson Street Bridge on Tuesday afternoon.

Once the steel arrives in the upper harbour it will be cleaned and then inspected for any possible damage during shipping. Work will then take place to attach the pedestrian walkway and the multi-use pathway to the deck span, as well as install the bridge architectural and traffic lighting and the new bridge deck surface.

Media Opportunity:
Johnson Street Bridge Project Director Jonathan Huggett will be available for an update on Monday September 18 at 8:30am at the Ogden Point terminal building at Pier B.

The City will also alert media approximately one hour before the bridge deck span is expected to pass through the marine channel into the upper harbour on Tuesday afternoon.

For more information visit: www.johnsonstreetbridge.com

For More Information:
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rpenz@victoria.ca
Media Release

City of Victoria

Installation of Steel Rings and Counterweight
For New Bridge to Start December 8

Date: Tuesday, November 28, 2017

VICTORIA, BC — The skyline around the new Johnson Street Bridge will be transformed with the arrival of one of the largest cranes in Western Canada in early December. The Dynamic Beast crane barge is scheduled to be parked in the marine channel under the current bridge for up to five days tentatively starting December 8. The massive crane barge will tower high above the new bridge as it lifts and places the steel rings and the lower counterweight into the bascule pier.

Over the course of those five days, the public will be able to view the Dynamic Beast lifting the lower counterweight and steel rings into the bascule pier. During the major steel ring and counterweight lifts there will be significant impacts to the public as the existing Johnson Street Bridge will be periodically closed to all pedestrians, cyclists, and vehicles. These closures could be several hours in length and are necessary to ensure public safety. The best view of the construction activities will be from the northeast side of the bridge near Canoe Club and Mermaid Wharf or online on the project webcam.

Day 1
- The Dynamic Beast crane barge will pass under the current bridge into the Upper Harbour
- An approximate 45-minute closure of the existing bridge will occur sometime between 7 a.m. – 9 a.m.

Day 2
- The Dynamic Beast crane barge will be positioned in the channel under the existing bridge. An approximate 45-minute closure of the existing bridge will occur sometime between 7 a.m. – 9 a.m.
- The Dynamic Beast crane barge will also lift the lower counterweight and north ring into the bascule pier
- Intermittent bridge closures will occur for several hours between 9:15 a.m. and 5 p.m.

Day 3
- The Dynamic Beast crane barge will lift the south ring into the bascule pier and depart Victoria
- Intermittent closures will occur between 8 a.m. – 11 a.m. and an approximate 45-minute closure will occur when the crane barge exits from under the current bridge between 2:45 p.m. – 5 p.m.

Note: The dates and times above are subject to change and are weather dependent as the steel pieces cannot be lifted during high winds.

During these bridge closures, significant traffic delays are expected and drivers, cyclists and pedestrians should plan to use the Bay Street Bridge. Information boards will be placed on the east and west sides of the bridge to advise the public of the delays and some noise and additional lighting around the construction area should also be expected during the construction period. Emergency services and BC Transit have also been notified and some bus routes will be altered.

To accommodate this work, the marine channel under the Johnson Street Bridge will also be closed to all marine traffic while the Dynamic Beast is parked in the marine channel. This closure applies to all vessels including industrial and commercial vessels, and smaller boats such as sailboats, canoes, and kayaks.
The steel rings are part of the main superstructure pieces that make up the new bridge. The lower counterweight is one of the main pieces that help raise and lower the new bridge. In January, the bridge deck span, currently on a barge being worked on in Victoria’s Upper Harbour, will be attached to the rings.

For the latest information on the project or to view the webcam, visit [www.JohnsonStreetBridge.com](http://www.JohnsonStreetBridge.com)

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**For More Information:**

Rebecca Penz  
Citizen Engagement Advisor  
250.661.0085
Steel Ring and Counterweight Lifts This Weekend

Date: Friday, December 8, 2017

VICTORIA, B.C. – The Dynamic Beast crane barge will be parked in the marine channel under the Johnson Street Bridge Saturday and Sunday in order to lift three major pieces of steel into the new bridge’s bascule pier.

The City’s contractor PCL has estimated that the major steel lifts and subsequent closures of the Johnson Street Bridge will be as follows:

Saturday

- 8:30 – 10:30 a.m. – the Dynamic Beast crane barge will position itself under the existing bridge and lift the lower counterweight into place
- 11 a.m. – 1 p.m. – the Dynamic Beast will lift the north ring into place

Sunday

- 11 a.m. – 1 p.m. - the Dynamic Beast crane barge will lift the south ring into place and then depart the harbour

Note: The dates and times above are subject to change and are weather dependent as the steel pieces cannot be lifted during high winds.

During these major steel ring and counterweight lifts the existing bridge will be closed to all pedestrians, cyclists, and vehicles. These closures are necessary to ensure public safety. The best view of the construction activities will be from the northeast side of the bridge near Canoe Club and Mermaid Wharf or online on the project webcam.

For the latest information on the project or to view the webcam, visit www.JohnsonStreetBridge.com or follow the City’s Twitter account @cityofvictoria

For More Information:

Ryan Shotton
Citizen Engagement
250.208.2864
rshotton@victoria.ca
**Media Release**

**Bridge Deck Span Installation Set for January 27 & 28**

**Date:** Thursday, January 18, 2018  
**For Immediate Release**

**VICTORIA, BC** — The Dynamic Beast crane barge is returning to Victoria to install the final piece of steel for the new Johnson Street Bridge. On Saturday January 27, the Dynamic Beast will lift and place the bridge deck span that includes the new roadway, pedestrian walkway and multi-use pathway. On Sunday, January 28, the massive crane barge will also lift the steel roadway infill panel that sits between the main bridge deck span and the rings, completing the entire bridge deck.

During these major lifts the existing Johnson Street Bridge will be closed to all pedestrians, cyclists, and drivers from 7 a.m. Saturday until 5 p.m. on Sunday. This closure is necessary as the crane barge will be parked directly underneath the existing bridge and will require the bridge to remain in the up position until the bridge deck span has been placed. Areas near the existing bridge approaches will also be closed to ensure public safety. The best view of the construction activities will be from the northeast side of the bridge near Canoe Club and Mermaid Wharf or online on the project webcam.

**January 26**
- The Dynamic Beast crane barge will pass under the current bridge into the Upper Harbour early in the day
- From approximately noon onwards the marine channel will be closed to marine traffic as large concrete girders that become the roadway deck that spans across the bascule pier are loaded onto a barge

**January 27**
- Starting at 7 a.m. the existing Johnson Street Bridge will be raised into the up position and will be closed to all pedestrians, cyclists and drivers
- The Dynamic Beast crane barge will be positioned in the marine channel under the existing bridge and will lift and place the new bridge deck span

**January 28**
- The Dynamic Beast crane barge will lift the steel roadway infill panel that sits between the main bridge deck span and the rings
- Once the major lifts are completed, the Dynamic Beast will depart Victoria and the existing bridge will be reopened to pedestrians, cyclists and drivers

**January 29 – February 4**
- Crews will work to attach the bridge deck span to the rings from barges that will continue to block the marine channel
- Once the span has been secured to the rings, the first test lift of the new bridge will take place

**Note:** The dates and times above are subject to change and are weather dependent as the steel pieces cannot be lifted during high winds.

During the weekend closure, traffic delays are expected and pedestrians, cyclists and drivers should plan to use the Bay Street Bridge. Information boards will be placed on the east and west approaches to the bridge to advise the public of closures and delays and some noise and additional lighting around the construction area should also be expected during the construction period. Emergency services and BC Transit have been notified and some bus routes will be altered.
Victoria Harbour Ferry has also stepped up to provide ferry services during the closure between the Delta Hotel Dock, Regent Hotel and Causeway docks. The ferries will operate from 9 a.m. to 4 p.m. during the weekend. A fare of $2 one-way will be the price for the crossing per person.

Following the departure of the Dynamic Beast a full marine channel closure will be in effect until February 4 as smaller barges will be parked in the waterway as crews work to attach the bridge deck span to the rings. This closure applies to all vessels including industrial and commercial vessels, and smaller boats such as sailboats, canoes, and kayaks.

The installation of the bridge deck span completes the main superstructure piece that make up the new bridge. The bridge deck span includes three vehicle travel lanes, two on-street bike lanes, a pedestrian walkway and a multi-use pathway that connects with the Galloping Goose and E&N Trails.

For the latest information on the project or to view the webcam, visit [www.JohnsonStreetBridge.com](http://www.JohnsonStreetBridge.com)

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**For More Information:**

Rebecca Penz  
Citizen Engagement Advisor  
250.661.0085
Event and Traffic Details for Johnson Street Bridge
Opening March 31

Date: Friday, March 23, 2018

VICTORIA, BC — The new Johnson Street Bridge will be opened to traffic on Saturday, March 31, following an official opening and community celebration event.

The community celebration event and associated traffic plans to ready the new bridge for traffic are as follows:

**Community Celebration – Hello New, Goodbye Blue**
Time: Noon – 5 p.m.

The official opening ceremony begins at noon on the downtown side of the new bridge. The community will then have the opportunity to cross the new bridge before it opens to vehicle traffic.

The celebration event, a street party and community picnic where people can explore the new bridge and pay tribute to “Old Blue”, will also include:

- A community picnic on both bridges
- Music and entertainment
- Food trucks
- Vintage cars and emergency vehicles
- Activity stations to share memories of “Old Blue” hosted by the Greater Victoria Placemaking Network
- Crafts for kids; and more

Both bridges will be closed to vehicle traffic during the event. Wharf Street/Store Street will remain open to vehicle traffic.

**Traffic and Road Closures**
To prepare for the traffic change over to the new Johnson Street Bridge, and to hold the opening event, both bridges will be closed to all vehicle traffic from 7 a.m., Friday, March 30 until approximately 9 p.m., Saturday, March 31. Access for pedestrians and cyclists will be maintained on the existing Johnson Street Bridge.

During the closure, drivers should plan to use the Bay Street Bridge. Information boards have been placed on the east and west approaches to the bridge to advise the public of closures and delays. Transit will be rerouted. Wharf Street/Store Street will remain open to vehicle traffic.

The new bridge is scheduled to open to vehicle traffic around 9 p.m. Saturday, March 31, at which time the existing Johnson Street Bridge will be closed to the public.

Pedestrian, cyclist and vehicle traffic movements for March 30-31 are as follows:

- Closure to all vehicle traffic starting 7 a.m., Friday, March 30 until approximately 9 p.m. Saturday, March 31
- Pedestrian and cyclist access maintained across the pedestrian sidewalk on the existing Johnson Street Bridge March 30-31 (cyclists must dismount and walk bikes across)
- Both bridges and their pedestrian walkways open from Noon – 5 p.m. on March 31
• Pedestrian and cyclist access maintained across the pedestrian sidewalk on the existing Johnson Street Bridge from 5 p.m. – 9 p.m.
• The new Johnson Street Bridge opens to vehicles, cyclists and pedestrians at approximately 9 p.m. March 31 and the old Johnson Street Bridge is officially closed to the public

In addition to opening the new bridge, the pedestrian bridge spanning Esquimalt Road connecting the Galloping Goose and E&N trails will also be opened for public use. The new pedestrian walkway (south side) of the new bridge will remain closed until deconstruction of the old bridge is complete.

Work continues for the next several months to complete the project. Work shifts immediately to removing the old bridge span and completing the interim treatments for public spaces at both the east and west approaches to the bridge, public plazas and a new waterfront park in Victoria West.

The public can expect periodic lane closures on the new bridge and traffic detours during the final phase of construction until the project is fully completed later this summer. Additional closures of the new bridge will be required when the Dynamic Beast crane barge removes the old Johnson Street Bridge.

For the latest information on the project or to view the webcam, visit www.JohnsonStreetBridge.com

For More Information:
Bill Eisenhauer
Head of Engagement
250.858.1061
New Johnson Street Bridge Opens to Traffic

Public welcomes new bridge and says goodbye to ‘Old Blue’ at community celebration event

Date: Saturday, March 31, 2018

VICTORIA, BC — The next chapter in Victoria’s history begins today as the new Johnson Street Bridge officially opens to traffic following a community celebration event.

At 46 metres, the new bridge is the largest single-leaf bascule bridge in Canada – and one of the largest in the world – redrawing the city’s skyline and creating a new landmark in Victoria’s harbour.

“We are holding this event today to celebrate the long-awaited opening of the new Johnson Street Bridge and in response to requests from the public for a ‘community picnic’ to say goodbye to the old bridge,” said Mayor Lisa Helps. “We look forward to celebrating this milestone as a community.”

With approximately 30,000 crossings each day, including vehicles, local transit, pedestrians and cyclists, the Johnson Street Bridge is one of the busiest and most important transportation links to Victoria’s central business, entertainment, and tourism districts. On average, more than 4,000 pedestrians and 3,000 cyclists use the bridge each weekday to travel to and from Victoria’s downtown.

Located over a federal waterway, the new bascule lift bridge will also serve the marine industry, commercial vessels and recreational marine users by providing access through the marine channel below.

“Today’s highly anticipated grand opening of the Johnson Street Bridge is a historical day for the City of Victoria. This new bridge will improve overall accessibility for all users by providing dedicated access for pedestrians and cyclists and will help make the traffic flow in and out of the downtown core more efficient for drivers,” said the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. “Our government is proud to have invested in this significant project that will continue to strengthen the economic growth of this region and make Victoria an even more vibrant city for generations to come.”

While traffic will now be moving across the new span, work continues for the next several months to complete the project. Work will now shift immediately to remove the old bridge span and complete the interim treatments for public spaces at both the east and west approaches to the bridge, public plazas and a new waterfront park in Victoria West.

The new bridge is built to serve the community for the next 100 years and provides improved safety and accessibility for vehicles, cyclists, pedestrians, and people who use mobility aids. There are three travel lanes for vehicles, on-road bike lanes, and a multi-use trail for pedestrians and cyclists. A pedestrian bridge spanning Esquimalt Road that connects the Galloping Goose and E&N trails is also open for public use. A dedicated pedestrian pathway on the south side of the bridge, with viewing access into the bascule pier, will open later this summer following the removal of the old bridge.

Pending the completion of the southern pedestrian walkway, more than 50 per cent of the new bridge deck space will accommodate pedestrians and cyclists.
“The replacement of aging infrastructure provides communities with long-term certainty about the facilities they depend on and better design to meet current needs,” said Wendy Booth, President of the Union of BC Municipalities. “Thanks to generous federal support, the City of Victoria’s Johnson Street Bridge will provide service to generations of travelers in the Capital region.”

The Government of Canada is providing up to $37.5 million in funding towards the project, including $21 million from the Building Canada Fund and $16.5 million through Canada’s Gas Tax Fund, which is administered by the Union of BC Municipalities. The Government of Canada has also provided a $10.2 million low-cost infrastructure loan through the Canada Mortgage and Housing Corporation’s Municipal Infrastructure Lending Program. The remaining bridge replacement costs are funded by the City of Victoria through reallocated capital budgets and electoral-approved borrowing.

For the latest information on the project or to view the webcam, visit www.JohnsonStreetBridge.com

For More Information:
Rebecca Penz
Citizen Engagement Advisor
250.661.0085
PURPOSE:
The purpose of the communication plan is to support the Johnson Street Bridge Replacement Project through to completion of the project.

PROJECT BACKGROUND:
The project’s most significant milestone took place on March 31, 2018 when the new Johnson Street Bridge was opened to the public. The next chapter in Victoria’s bridge crossing history took place following a community celebration event. At noon on March 31, the City lowered the new bridge, cut a ribbon to officially mark the historic occasion and held a community celebration where the public could walk across the new bridge and say goodbye to Victoria’s iconic Blue Bridge.

Approximately 15,000 people enjoyed live music, food trucks, a First Nations performance, games and crafts for kids, and other entertainment and activities. That evening, a goodbye dance was held on the old Blue Bridge and when the music stopped and the lights went down, the new bridge was lit with its tributary blue lights and lowered, marking the official opening to vehicle, cyclist and pedestrian traffic.

The bridge opening event was a collaborative effort that included City staff from multiple departments, the Project Director, PCL, WSP, local event promoters, the Police and Fire departments, many volunteers, and other community stakeholders. Construction continues to progress towards replacing Victoria’s Johnson Street Bridge, an important transportation connection that connects the neighbourhood of Victoria West and several of Greater Victoria’s regional municipalities with the heart of downtown Victoria.

Now complete, the new bridge is one of the largest single-leaf lift bridges in North America, creating a new iconic structure and destination within Victoria’s Inner Harbour.

Work will now continue to construct the new and improved public plazas on the east and west sides of the bridge. The new north east plaza will create a new trailhead for the Galloping Goose, Lochside, and E&N Regional Trails. The south east plaza will connect with the pedestrian pathway over the bridge and future David Foster Way. The west plaza will be built on top of the existing bridge’s pier and provide for improved opportunities to sit and enjoy views of the harbour. It will connect with pedestrian pathways to and from the bridge and a future waterfront green space. The new park on the west side is an additional planned enhancement to the area as a result of the bridge project.

The overall budget for the replacement of the Johnson Street Bridge is $105.060 million. The increased costs include project management and engineering design services, insurance, permitting, legal services, and administrative and communications support. The Government of Canada is providing up to $37.5 million in funding towards the project, including $21 million from the Building Canada Fund and $16.5 million through Canada’s Gas Tax Fund. The Government of Canada has also provided a $10.2 million low-cost infrastructure loan through the Canada Mortgage and Housing Corporation’s Municipal Infrastructure Lending Program. The remaining bridge replacement costs are funded by the City of Victoria through reallocated capital budgets and electoral-approved borrowing.

The replacement of the Johnson Street Bridge is the largest infrastructure project ever undertaken by the City of Victoria. It has required significant planning and preparation to address risks, timeline, and budget.

COMMUNICATIONS PLAN INTRODUCTION:
A high level of public interest has followed the bridge replacement project and is expected to continue through to project completion. Support for this requires a great deal of information sharing through the project website and social media in addition to frequent updates to stakeholders. Many stakeholders (engineering students, locals schools, other municipalities, etc) are also be interested in opportunities to learn from a local project.

June 2018
The building of an iconic bridge in a downtown urban setting is interesting to witness. In addition to bridge construction, related and nearby projects including the relocation of utilities on the east and west sides of the bridge and adjacent developments (Janion and proposed Northern Junk) have compounded some impacts for stakeholders. Development of the interim public plazas on both sides of the bridge and a new waterfront public green space in Victoria West still remain to be completed.

It is in the City's best interest that internal and external communication and consultation efforts related to all these projects be coordinated to streamline information, minimize confusion and mitigate impacts to affected stakeholders.

**COMMUNICATIONS OBJECTIVES:**

1. Ensure Council and staff remain informed on project progress and challenges
2. Facilitate the coordination of information on City initiatives related to the bridge project to streamline information and avoid duplication or confusion
3. Keep all stakeholders informed through timely and meaningful information updates about the bridge and related initiatives
4. Continue to articulate benefits of the project, such as improved safety, accessibility, and increased support for pedestrians, mobility aids, and cycling amenities
5. Generate excitement about the recent opening of the City's new bridge
6. Communicate opportunities for the public to learn about construction and the history of the crossing

**STAKEHOLDER/AUDIENCE(S):**

- Victoria residents and property owners
- City of Victoria Staff
- City of Victoria Council
- Citizens who work or live near the bridge
- People who commute using the bridge
- Businesses
- Developers
- Harbour Users
- Transportation groups
- BC Transit
- Emergency Services
- Accessibility Groups
- Heritage Groups
- First Nations
- Consultants / Contractors
- Funding partners
- Permitting Agencies
- Neighbouring municipalities / other levels of government
- Engineering / Construction Industry
- Media

**KEY MESSAGES:**

**Opening Day**

- The new Johnson Street Bridge opened to the public on Saturday, March 31, 2018

June 2018
Before the new bridge was opened to vehicle traffic, an opening ceremony was held that welcomed nearly 15,000 people to walk on the new bridge and gave the public an opportunity to say goodbye to the existing Blue Bridge.

The March 31 event was open to all members of the public and the family friendly event included a community picnic, onsite music and entertainment, and other activities and opportunities to celebrate the future and pay tribute to the past.

Once the event was completed, the City opened the new bridge to vehicle, cyclist and pedestrian traffic, including three on-deck travel lanes, two bike lanes, and the new multi-use pathway on the north side of the new bridge.

In addition to opening the new bridge, the pedestrian bridge spanning across Esquimalt Road that connects the Galloping Goose and E&N trails was also opened for public use.

The pedestrian walkway on the south side of the new bridge was not immediately opened to the public as the existing bridge sits where the future connection will be completed.

Decommissioning of the Blue Bridge

While the opening of the bridge marks a major milestone – to build, open and operate a new bridge that will serve the community for decades to come – it does not mark the end of the project.

With the new bridge opened to traffic, the contractor’s worksite simply shifts over to the old bridge where significant construction activities will continue as the Blue Bridge is decommissioned.

The existing Blue Bridge will be taken apart in three major pieces and removed, and plaza construction around the new public plaza spaces will also start.

This work will start with the excavation of the west approach lanes in preparation for the new plaza space on the Victoria West side of the bridge.

Once the Blue Bridge has been removed, work on the downtown public plaza space will also start and when completed will mark the opening of the pedestrian walkway on the new bridge.

During this time the public can expect some construction impacts such as noise, traffic control in areas near the bridge and some lane closures at times.

Additional closures to the new bridge may be necessary when the Dynamic Beast crane barge removes the decommissioned bridge.

The entire project is expected to be completed in the summer of 2018 with the dismantling and decommissioning of the Blue Bridge.

The City will continue to keep the public, stakeholders and the media up to date about ongoing construction activities.

New Bridge Amenities

The new bridge will serve the community for the next 100 years. It provides improved safety and accessibility for cyclists, pedestrians, and those who use mobility aids.

More than 50 per cent of the new bridge will accommodate people who walk and cycle. In addition to maintaining three lanes for vehicles, the new bridge will include on-road bike lanes, a multi-use trail for pedestrians and cyclists, and a dedicated pedestrian pathway.

The project includes widened sidewalks and new marked crossings at intersections on both sides of the bridge with connections to adjacent pathways.

The bridge will feature new and improved plaza areas for the public to view the harbour.

New plaza spaces and a new park are planned enhancements to the area as a result of the bridge project.

The new bridge is one of the largest single-leaf lift bridges in North America – and in the world, creating a new iconic structure and destination within Victoria’s Inner Harbour for the next 100 years.

Sustainable Transportation

June 2018
• The new bridge provides improved accessibility for people who walk and cycle, and those who use mobility aids

• More than 50 per cent of the new bridge will accommodate pedestrians and cyclists. In addition to maintaining three lanes for vehicles, the new bridge will include on-road bike lanes, a multi-use trail for pedestrians and cyclists, and a dedicated pedestrian pathway.

• The project includes widened sidewalks and new marked crossings at intersections on both sides of the bridge with connections to adjacent pathways.

• The new bridge also creates a new downtown trailhead for the region’s Galloping Goose, Lochside, and E&N trails. These enhancements greatly improve regional connectivity for pedestrians and cyclists.

Improved Safety and Accessibility

• The new bridge is built to a lifeline seismic standard. In the event of a significant earthquake, it means it will continue to serve as a lifeline transportation route for emergency vehicles (fire, police, ambulance) and city services such as utilities, road crews, and public transit.

• The new bridge provides improved safety and accessibility for bikes, strollers, walkers, scooters, and wheelchairs with more than 50 per cent of the new bridge devoted to pedestrians and cyclists.

• The project includes widened sidewalks and new marked crossings at intersections on both sides of the bridge with connections to adjacent pathways.

History of Bridge Crossing

• The new bridge is the fourth bridge crossing between downtown Victoria and Victoria West.

• Previous bridges include:
  1. The Victoria Bridge – a low-level wagon bridge built in 1854. It was dismantled and replaced with a ferry service in 1862 to provide marine access to the upper harbour.
  2. A swing bridge – a hand-operated bridge built in 1888 to provide the E&N Railway with access to downtown Victoria. Prime Minister Sir John A. Macdonald drove the last spike, marking the formal completion of the transcontinental railway. It supported pedestrians and trains but not street cars or vehicles.
  3. The old Blue Bridge opened on January 11, 1924. It was built based on the need to separate trains from pedestrians, support vehicles, greater freight capacity, and provide easier navigation for marine traffic between the Inner Harbour and the Gorge, and to improve access between Victoria and industrial lands on the west side of the harbour. At the time, many people saw its construction as an essential part of Victoria’s aspirations for economic and industrial development.
  4. The new bridge opened in March 2018 and has been built to serve the community for the next 100 years. It provides improved access for cyclists, pedestrians, and those who use mobility aids with more than 50 per cent of the new bridge supporting pedestrians and cyclists.

Construction and Project Management

• In order to undertake a project of this magnitude and complexity, MMM Group was hired to provide the engineering services for design and to project manage construction of the bridge. MMM Group is a large Canadian engineering firm with experience and expertise in moveable bridges.

• PCL Constructors Westcoast is the contractor building the new bridge. PCL has built several bridges across North America including the Alex Fraser Bridge in Vancouver. PCL has relocated several staff to Victoria to oversee construction of the new bridge.

• PCL is responsible for hiring all trades, subcontractors, and suppliers to build the new Johnson Street Bridge.

Economic Development and Jobs

June 2018
PCL has recruited locally for trades and subcontractors. Several Vancouver Island-based businesses have been awarded contracts related to construction of the new bridge, creating and supporting hundreds of local jobs. Some of the local contractors working on the bridge project include:

- Butler Brothers Supplies Ltd (Victoria)
- Construction Drilling Inc (Duncan)
- Crane Consulting (Victoria)
- Don Mann Excavating (Victoria)
- Focus Surveying (Victoria)
- Harris Rebar (Nanaimo)
- Hemmera (Victoria)
- Island Traffic Services (Victoria)
- Ocean Concrete (Victoria)
- Ralmax (Victoria)
- Ruskin Construction (Duncan)
- Salish Sea Industrial (Victoria)
- United Engineering (Victoria)

The firm selected by PCL for fabricating the bascule leaf is ZTSS Bridge located northwest of Shanghai in China.

The Urban Development Institute believes the new bridge will encourage and strengthen development opportunities estimated to be in excess of half a billion dollars in Victoria West and downtown Victoria.

Project History

- In 2009, an assessment of the Johnson Street Bridge identified many issues common to other bridges built in the 1920s: extensive corrosion to steel structural beams, and obsolete mechanical and electrical systems. The assessment also noted significant seismic vulnerability. It was determined that a substantial investment in the bridge would be required to avoid further deterioration, increasing operational costs, and possible closure.

- Council considered many factors important to the community when determining the bridge’s future. These included safety concerns of the current bridge, heritage values, traffic and business disruptions, and accessibility needs for pedestrians and cyclists. After extensive public consultation and additional technical assessments, City Council decided to replace the Johnson Street Bridge. In November 2010, a referendum was held and citizens approved the City of Victoria borrowing of up to $49.2 million towards the replacement of the Johnson Street Bridge.

Funding and Budget

- The budget for the replacement of the Johnson Street Bridge is now $105.060 million. City Council approved $8.2 million in additional funds to cover additional project costs, increasing the budget from $94.3 million. In addition to the electoral approved borrowing of up to $49.2 million and reallocated capital budgets, the Government of Canada has agreed to provide up to $37.5 million in funding towards the project, including $21 million from the Building Canada Fund and $16.5 million through Canada’s Gas Tax Fund.

- In January 2013, the City of Victoria signed a fixed-price contract with PCL Constructors for $63,235,000. As a number of changes to the contract have been requested since the contract was awarded, MMM Group, PCL, and the City of Victoria have agreed to work together through mediation to resolve a number of these requested changes. All three parties are committed to work together to deliver a new bridge.

- Mediation occurred over a number of sessions in Vancouver in April 2016. The mediation process resulted in a resolution of all claims and costs up until April 2016, except one, the mediation process did not deal with one item yet to be resolved, which is the fendering for the bridge.

- $27 million were the total claims against the City. As a result of mediation, the City’s share of the total funds required to resolve all claims total $2 million. In addition, an estimated $462,000 will be paid related to additional technical support to be provided by Hardesty and Hanover.

Risks

June 2018
• Risks and mitigation strategies are monitored and updated throughout the project.
• The City is working with PCL and MMM Group on strategies to mitigate risks and minimize any impacts.

**COMMUNICATION STRATEGIES**

1. Updates on the project website and social media pages that highlight progress, milestones, points of interest related to construction methods and technologies, and new features, community involvement, and also any expected impacts (noise, traffic).
2. Keep the public informed and consult with stakeholders most affected by the project as often as needed to mitigate impacts.
3. Look for earned media opportunities to highlight progress and significant milestones, construction methods and technologies, new features of the bridge, community involvement, and impacts. Involve community partners/stakeholders (PCL, DVBA, GVCC, etc) when appropriate.
4. Consider opportunities for using signage/hoarding banners near the bridge to help communicate important messages

**COMMUNICATIONS TOOLS:**

- Dedicated contact person, email and phone number
- Subscriber email news updates (eNews)
- Earned media (free media coverage – media releases, advisories, interviews, photo ops)
- Interpretive signage
- Twitter and Facebook
- Advertising/public notices
- Public displays at events, City Hall and community centres
- Information sessions / drop-in open house events
- Stakeholder meetings

**EVALUATION/MEASUREMENT:**

- Nature of media coverage (neutral/positive)
- Ongoing feedback from stakeholders
- Visits to www.johnsonstreetbridge.com
- Attendance at information sessions/public events

**SPOKESPEOPLE:**
Jonathan Huggett

**STAFF RESPONSIBLE:**
Ryan Shotton with support from the Project Director

**MILESTONES**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Communication Opportunity**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removal of old bridge bascule span</td>
<td>Photo op / MR</td>
</tr>
<tr>
<td>West plaza complete and open to public</td>
<td>Media release / stakeholder event</td>
</tr>
<tr>
<td>East plaza complete and open to public</td>
<td>Media release / stakeholder event</td>
</tr>
<tr>
<td>Project completion</td>
<td>*Event opportunity with funding partners</td>
</tr>
</tbody>
</table>

June 2018
## SIGNIFICANT IMPACTS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Communication required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle traffic reconfigurations on east and west sides</td>
<td>Media release</td>
</tr>
<tr>
<td>Pedestrian detours</td>
<td>Media release</td>
</tr>
<tr>
<td>Cycling detours</td>
<td>Media release</td>
</tr>
<tr>
<td>Night work</td>
<td>Media release</td>
</tr>
<tr>
<td>Channel closure (marine traffic)</td>
<td>Media release / consultation with marine users</td>
</tr>
<tr>
<td>Old bridge decommissioning (spectators, media coverage)</td>
<td>Media release</td>
</tr>
</tbody>
</table>

**all relevant communication tools will be utilized in addition to a media release / event / photo opportunity.**
## Year-End Summary

### Table of Expenditures Under the Agreement

Canada – City of Victoria Building Canada Fund  
Schedule of Detailed Expenditure Claims for the Year Ended March 31, 2014

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project / Claim Description</th>
<th>Claim #</th>
<th>Contract Number</th>
<th>Eligible Costs Claimed in 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Johnson Street Bridge Replacement</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>AON Reed Stenhouse Inc – Insurance Broker Services for the JSB Replacement – Project Wrap-up Liability, Pollution Liability, Builder’s Risk, Single Project Professional Liability, Excess Wrap-up, and General Liability Project Enterprise Risk Assessment Credit</td>
<td>37</td>
<td>439902</td>
<td>$53,133</td>
</tr>
<tr>
<td></td>
<td>PCL Constructors Westcoast Inc – Construct a new, moveable bridge to replace the existing Johnson Street Bridge as well as certain related street and utility works, and demolish the existing Johnson Street Bridge</td>
<td>37</td>
<td>452893</td>
<td>$675,884</td>
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<tr>
<td></td>
<td>BC Hydro – Raised Service Box Lid at 450 Pandora</td>
<td>37</td>
<td>485504</td>
<td>$1,691</td>
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<tr>
<td></td>
<td>Hemmera – Ground Water Monitoring</td>
<td>37</td>
<td>460817</td>
<td>$1,050</td>
</tr>
<tr>
<td></td>
<td>MNP LLP – Annual Financial Audits, Compliance Audits, PST Audits, and JSB Audit Plan for Johnson St Bridge</td>
<td>38</td>
<td>443389</td>
<td>$5,400</td>
</tr>
<tr>
<td></td>
<td>PCL Constructors Westcoast Inc – Construct a new, moveable bridge to replace the existing Johnson Street Bridge as well as certain related street and utility works, and demolish the existing Johnson Street Bridge</td>
<td>38</td>
<td>452893</td>
<td>$2,683,587</td>
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<tr>
<td></td>
<td>MOE – Permit refuse fee for 203 Harbour Rd.</td>
<td>39</td>
<td>461467</td>
<td>$2,320</td>
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<tr>
<td></td>
<td>BC Hydro – Raised Casting at 501 Wharf St</td>
<td>39</td>
<td>487670</td>
<td>$1,225</td>
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<td></td>
<td>AON Reed Stenhouse Inc – Insurance Broker Services for the JSB Replacement – Project Wrap-up Liability, Pollution Liability, Builder’s Risk, Single Project Professional Liability, Excess Wrap-up, and General Liability Project Enterprise Risk Assessment Credit</td>
<td>39</td>
<td>439902</td>
<td>$53,133</td>
</tr>
<tr>
<td></td>
<td>PCL Constructors Westcoast Inc – Construct a new, moveable bridge to replace the existing Johnson Street Bridge as well as certain related street and utility works, and demolish the existing Johnson Street Bridge</td>
<td>39</td>
<td>452893</td>
<td>$7,340,490</td>
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<tr>
<td>Project Number</td>
<td>Project / Claim Description</td>
<td>Claim #</td>
<td>Contract Number</td>
<td>Eligible Costs Claimed in 2017/18</td>
</tr>
<tr>
<td>----------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------</td>
<td>-----------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td></td>
<td>AON Reed Stenhouse Inc – Insurance Broker Services for the JSB Replacement – Project Wrap-up Liability, Pollution Liability, Builder’s Risk, Single Project Professional Liability, Excess Wrap-up, and General Liability Project Enterprise Risk Assessment Credit</td>
<td></td>
<td>439902</td>
<td>$53,133</td>
</tr>
<tr>
<td></td>
<td>BC Hydro – Raised Manhole</td>
<td></td>
<td>491799</td>
<td>$2,948</td>
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<tr>
<td></td>
<td>BC Hydro – Plant Relocation/Electrical Services to the Johnson Street Bridge CREDIT for Janion Connection</td>
<td></td>
<td>459084</td>
<td>$(113,153)</td>
</tr>
<tr>
<td></td>
<td>MNP LLP – Annual Financial Audits, Compliance Audits, PST Audits, and JSB Audit Plan for Johnson St Bridge</td>
<td></td>
<td>443389</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>PCL Constructors Westcoast Inc – Construct a new, moveable bridge to replace the existing Johnson Street Bridge as well as certain related street and utility works, and demolish the existing Johnson Street Bridge</td>
<td></td>
<td>452893</td>
<td>$2,433,591</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$13,252,565</td>
</tr>
</tbody>
</table>
Annual Financial Audit Report
Corporation of the City of Victoria
Report to the Management Committee
For the Period Ending March 31, 2018
For delivery to the Management Committee
## CONTENTS

- THE AUDIT .................................................................................................................. 1
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- AUDIT RESULTS ......................................................................................................... 2
- INDEPENDENCE COMMUNICATION ........................................................................ 4
May 15, 2018

Members of the Management Committee
Corporation of the City of Victoria

Dear Members of the Management Committee:

We are pleased to submit to you this report for discussion of our audit of the financial statements of Corporation of the City of Victoria (the “Project”) as at March 31, 2018 and for the year then ended. In this report we cover those significant matters which, in our opinion, you should be aware of as members of the Management Committee.

THE AUDIT

Our responsibility, as auditor of the Project, is to report to the Management Committee on the fair presentation of the 2018 financial statement, in accordance with Schedule D of Building Canada Fund Contribution Agreement for Johnson Street Bridge Replacement dated March 23, 2011. To properly discharge this responsibility, we designed our audit process to assess the risk of material misstatement within the statements by examining and assessing the effectiveness of the Project’s controls and accounting systems, and the evidence supporting the amounts and disclosures in the statements, including the appropriateness of accounting principles and significant estimates made by management.

We have considered the Project’s internal controls as part of the financial statement audit. This included obtaining an understanding of the internal controls (regardless of whether we intended to rely on them for the purpose of our audit); evaluating the design of these controls; and determining whether they have been implemented. This understanding was sufficient to allow us to identify and assess the risks of material misstatement of the financial statements and to design and perform audit procedures. We have not determined whether relevant controls are operating effectively, as such, our understanding of internal controls should not be relied upon for any other purposes.

Our audit procedures, consisting of separate examination of each material year-end balance, key transaction, and other event considered significant to the financial statements, were concentrated in areas where risks were identified, and therefore, differences were most likely to arise.

Management has provided us with written representations, acknowledging, among other things, their responsibility for the implementation and maintenance of appropriate reporting systems and controls, including those designed to detect and prevent fraud, and to ensure the appropriateness of the amounts recorded in the accounting records, and the amounts and disclosures in the financial statements.

AUDITOR INDEPENDENCE

As well as the Project audit, MNP was engaged to perform a Hazard Risk and Vulnerability Analysis, including working with various departments of the City to create a consolidated plan of key areas of risk and hazards. MNP mitigated any independence threat by having separate teams perform the engagements, with no cross-over of MNP staff between the two teams.

Accordingly, we confirm to the Management Committee that we are independent of the Project. Our letter to the Management Committee discussing our independence is attached to this report.
We have satisfactorily completed our audit and have signed our Auditors' Report. A substantive approach was used in auditing the Project's financial statements.

Final materiality calculated and used to assess the significance of misstatements or omissions identified during the audit and determine the level of audit testing performed was $1,868,000.

The Auditors' Report will provide an unqualified opinion to the Management Committee. Key matters noted during our audit are summarized in the table below.

<table>
<thead>
<tr>
<th>Subjects</th>
<th>March 31, 2018</th>
<th>March 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Material uncertainties related to events or conditions that</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>may cast significant doubt on entity's ability to continue as a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>going concern</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Illegal or fraudulent acts</td>
<td>None noted</td>
<td>None noted</td>
</tr>
<tr>
<td>• Non-compliance with laws and regulations</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Fraud by employees/management with key roles in control activities</td>
<td>None noted</td>
<td>None noted</td>
</tr>
<tr>
<td>• Differences that may:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Have a material effect on comparative information and the</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>current period financial statements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cause future statements to be materially misstated</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Indicate significant deficiencies in controls</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Irregularities having a material financial statement effect</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Limitations placed on the scope of our audit</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Significant transactions not in the ordinary course of business,</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>or other unusual related party transactions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Unusual significant transactions given the entity and its</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Non-monetary transactions</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Transactions that increase risk</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Concerns with management breach of corporate conduct</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Conflicts of interest</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>• Disagreements with management</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>
Subjects | March 31, 2018 | March 31, 2017
--- | --- | ---
• Emphasis of matter or other matter paragraph included in the Auditors’ Report | None | None
• Matters influencing audit appointment | None | None
• Difficulties encountered during the audit | None | None
• Disagreements with management’s accounting estimates | None | None
• Disagreements with management’s adoption of accounting policies or emphasis on the need for a particular accounting treatment | None | None
• Significant deficiencies in the entity’s risk assessment process within the design and/or implementation of controls | None | None
• Significant deficiencies in controls resulting from inappropriate response by management regarding implementing controls over significant risks | None | None
• Matters giving rise to questions regarding the honesty and integrity of management | None | None

All significant management estimates were reviewed and no material differences were noted. The methodologies and processes used by management were consistent with prior periods.

There were no unadjusted differences of any significance noted.

We would like to take this opportunity to formally acknowledge the excellent cooperation and assistance we received from the management and staff of the Project.

The matters raised in this and other reports that will flow from the audit are only those which have come to our attention arising from, or relevant to, our audit that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising and, in particular, we cannot be held responsible for reporting all risks in your business or all control weaknesses. This report has been prepared solely for your use and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose.

We appreciate having the opportunity to meet with you and respond to any questions you may have about our audit, and to discuss any other matters that may be of interest to you.

Sincerely,

MNP LLP
Chartered Professional Accountants

March 31, 2018 Audit Findings – Corporation of the City of Victoria
May 2, 2018

Management Committee
Corporation of the City of Victoria
No. 1, Centennial Square
Victoria, BC V8W 1P6

Dear Members of the Management Committee:

We have been engaged to audit the financial statement of Corporation of the City of Victoria - Johnson Street Bridge Replacement Project ("the Project") for the 12 month period ended March 31, 2018 and for the 100 month period ended March 31, 2018.

CAS 260 Communication With Those Charged With Governance requires that we communicate with you matters that are significant to our engagement. One such matter is relationships between the Project and its related entities or persons in financial reporting oversight roles at the Project and MNP LLP and any affiliates ("MNP") that, in our professional judgment, may reasonably be thought to bear on our independence. In determining which relationships to report, the Standard requires us to consider relevant rules and related interpretations prescribed by the appropriate professional accounting body and applicable legislation, covering such matters as:

(a) Holding a financial interest, either directly or indirectly, in a client;
(b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client or a related entity;
(c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client or a related entity;
(d) Economic dependence on a client; and
(e) Provision of non-assurance services in addition to the audit engagement.

We are aware of the following relationships between the Project and MNP that, in our professional judgment, may reasonably be thought to bear on our independence. The following relationships represent matters that have occurred from April 1, 2017 to May 2, 2018.

MNP was engaged to perform a Hazard Risk and Vulnerability Analysis, including working with various departments of the City to create a consolidated plan of key areas of risk and hazards. MNP mitigated any independence threat by having separate teams perform the engagements, with no cross-over of MNP staff between the two teams.

Describe any significant relationships or matters bearing on the accountant's independence, and also discuss the appropriate safeguards in place.

This report is intended solely for the use of Management Committee, management and others within the Project and should not be used for any other purposes.

We look forward to discussing with you the matters addressed in this letter as well as other matters that may be of interest to you. We will be prepared to answer any questions you may have regarding our independence as well as other matters.

Sincerely,

MNP LLP
Chartered Professional Accountants

/fg
The Corporation of the City of Victoria
Johnson Street Bridge Replacement Project
Financial Statements
March 31, 2018
The Corporation of the City of Victoria
Johnson Street Bridge Replacement Project

Contents

For the 12 and 100 month periods ended March 31, 2018

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Independent Auditors' Report

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Schedule of Expenditures for the 100 month period ended March 31, 2018 ............................................................ 2
Notes to the Financial Statements.......................................................................................................................................... 3
Independent Auditors’ Report

To the Management Committee:

We have audited the eligible expenditures column on the accompanying schedules of expenditures of the Johnson Street Bridge Replacement Project for the 12 month period ended March 31, 2018 and for the 100 month period ended March 31, 2018 and a summary of significant accounting policies and other explanatory information (together “the financial statements”).

Management’s Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting framework specified in schedules A and D of the Building Canada Fund Contribution Agreement for Johnson Street Bridge Replacement dated March 23, 2011 and described in Note 2; and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility
Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatements of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the eligible expenditures column on the schedules of expenditures of the Johnson Street Bridge Project for the 12 month period ended March 31, 2018 and for the 100 month period ended March 31, 2018 in accordance with the financial reporting framework specified in Schedules A and D of the Building Canada Fund Contribution Agreement for Johnson Street Bridge Replacement dated March 23, 2011.

Basis of Accounting
Without modifying our opinion, we draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to provide information to the Management Committee and Transport Canada. As a result, the financial statements may not be suitable for another purpose.

Nanaimo, British Columbia
May 2, 2018
Chartered Professional Accountants

Suite 400, MNP Place, 345 Wallace Street, Nanaimo, British Columbia, V9R 5B6, Phone: (250) 753-8251
### Johnson Street Bridge Replacement Project

#### Schedule of Expenditures

For the 12 month period ended March 31, 2018

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Estimated Eligible Expenditures for Project (unaudited)</th>
<th>Eligible Expenditures (Note 4)</th>
<th>Ineligible Expenditures (unaudited)</th>
<th>Total Expenditures (unaudited)</th>
<th>Contribution to Eligible Expenditures by Canada (unaudited)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and project management</td>
<td>12,747,296</td>
<td>1,765</td>
<td>121,173</td>
<td>122,938</td>
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<tr>
<td>Construction</td>
<td>74,296,094</td>
<td>15,199,844</td>
<td>-</td>
<td>15,199,844</td>
<td>3,066,326</td>
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<tr>
<td>Contingency</td>
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<td>1,007,290</td>
<td>297,342</td>
<td>1,304,632</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financing costs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>City costs (communications, finance and project office)</td>
<td>174,263</td>
<td>10,400</td>
<td>498,954</td>
<td>509,354</td>
<td>3,314</td>
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<tr>
<td>Settlement agreement</td>
<td>-</td>
<td>-</td>
<td>853,110</td>
<td>853,110</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total**

93,402,695  16,219,299  1,770,579  17,989,878  3,189,482

The accompanying notes are an integral part of these financial statements
## Schedule of Expenditures

For the 100 month period ended March 31, 2018

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Estimated Eligible Expenditures for Project (unaudited)</th>
<th>Eligible Expenditures (Note 4)</th>
<th>Ineligible Expenditures (unaudited)</th>
<th>Total Expenditures (unaudited)</th>
<th>Contribution to Eligible Expenditures by Canada (unaudited)</th>
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</thead>
<tbody>
<tr>
<td>Engineering and project management</td>
<td>12,747,296</td>
<td>12,728,015</td>
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<td>69,888,622</td>
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<td>997,000</td>
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<td>Financing costs</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>City costs (communications, finance and project office)</td>
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<td>2,462,000</td>
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<tr>
<td></td>
<td>93,402,695</td>
<td>88,145,372</td>
<td>10,273,121</td>
<td>98,418,493</td>
<td>17,937,900</td>
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</table>

The accompanying notes are an integral part of these financial statements.
1. General

The Schedules of Expenditures and the accompanying notes have been prepared to disclose eligible expenditures incurred and claimed pursuant to the contribution agreement (the “Agreement”) between The Corporation of the City of Victoria and the Government of Canada (“Canada”) for the period between December 4, 2009 and March 31, 2018. The purpose of the agreement is to provide a more reliable, safer and more sustainable bridge with improved cyclist and pedestrian amenities. The Project will replace the existing Johnson Street Bridge and approaches with a new bascule bridge that will span the Victoria Harbour.

2. Summary of significant accounting policies

The Schedules of Expenditures have been prepared in accordance with Canadian generally accepted accounting principles. Expenditures are recorded at cost on an accrual basis.

3. Eligible and ineligible expenditures

The following expenditures are eligible:

Subject to Schedule A of the Agreement, eligible expenditures will be all direct costs, which are in Canada’s opinion properly and reasonably incurred and paid by the City of Victoria under a contract for goods or services necessary for project implementation. They include the following:

   a) the capital costs of acquiring, constructing or renovating a tangible capital asset, as defined and determined according to accounting principles generally accepted in Canada;

   b) the costs of joint communication activities (press releases, press conferences, translation, etc.) and road signage recognition set out in the Communication Protocol that forms part of the Framework Agreement;

   c) all planning (including plans and specifications) and assessment costs specified in the agreement such as the costs of environmental planning, surveying, engineering, architectural supervision, testing and management consulting services. Canada will contribute no more than 15% of its contribution to this cost;

   d) active transportation projects including sidewalks, bicycle lanes, pedestrian/bike/multi-use pathways are eligible costs as part of public transit, local roads or highway projects;

   e) the costs of engineering and environmental reviews, including environmental assessments and follow-up programs as defined in the Canadian Environmental Assessment Act and the costs of remedial activities, mitigation measures and follow-up identified in any environmental assessment;

   f) the costs of project-related signage, lighting, project markings and utility adjustments;

   g) the costs of aboriginal consultation;

   h) the costs of developing and implementing innovative techniques for carrying out the project;

   i) the City of Victoria audit and evaluation costs as specified in the Agreement; and

   j) other costs that, in the opinion of Canada, are considered to be direct and necessary for the successful project implementation and have been approved in writing prior to being incurred.
3. **Eligible and ineligible expenditures** *(Continued from previous page)*

The following expenditures are ineligible:

a) the costs incurred prior to the formal project review and prior to December 4, 2009;

b) the costs incurred after the project completion date;

c) the cost of developing a business case or proposal for funding;

d) the cost of purchasing land and associated real estate and other fees;

e) financing charges and interest payments on loans;

f) leasing land, buildings, equipment and other facilities;

g) general repairs and maintenance of the project work and related structures, unless they are part of a larger capital expansion project tied to capital expansion;

h) services or works normally provided by the City of Victoria, incurred in the course of project implementation, except those specified as eligible costs;

i) the cost of any goods or services which are received through donations or in kind;

j) employee wages and benefits, overhead costs as well as other direct or indirect operating, maintenance and administrative costs incurred by the City of Victoria, and more specifically costs relating to services delivered directly by permanent employees of the City of Victoria, or of a Crown Corporation or corporation owned and controlled by the City of Victoria;

k) Provincial Sales Tax, and Goods and Services Tax or the Harmonized Sales Tax, for which the City of Victoria is eligible for a rebate, and any other costs eligible for rebates; and

l) legal fees.

4. **Reconciliation of eligible expenditures to SIS Claims**

<table>
<thead>
<tr>
<th></th>
<th>12 month period ended March 31, 2018 (Unaudited)</th>
<th>100 month period ended March 31, 2018 (Unaudited)</th>
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</thead>
<tbody>
<tr>
<td>Eligible expenditures per schedule of expenditures</td>
<td>16,219,299</td>
<td>88,145,372</td>
</tr>
<tr>
<td>Add – Prior year eligible expenditures not previously claimed</td>
<td>731,758</td>
<td>-</td>
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<tr>
<td>Less - Holdbacks on eligible expenditures</td>
<td></td>
<td></td>
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<tr>
<td>- Miscellaneous adjustments</td>
<td>(1,284,633)</td>
<td>(5,484,860)</td>
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<tr>
<td>- Eligible expense claim submitted to Canada but not yet paid</td>
<td>(50)</td>
<td>(58,239)</td>
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<tr>
<td>- Excess of planning and assessment costs over 15% of total contribution limit</td>
<td>(1,951,243)</td>
<td>(1,951,243)</td>
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<tr>
<td></td>
<td>(462,566)</td>
<td>(5,451,935)</td>
</tr>
<tr>
<td>SIS claims</td>
<td>13,252,565</td>
<td>75,199,095</td>
</tr>
</tbody>
</table>
Corporation of the City of Victoria  
No. 1, Centennial Square  
Victoria, BC V8W 1P6

May 2, 2018

MNP LLP  
Suite 400 MNP Place  
345 Wallace Street  
Nanaimo, British Columbia V9R 5B6

To Whom It May Concern:

In connection with your audit of the eligible expenditures column on the accompanying schedules of expenditures of the Johnson Street Bridge Replacement Project for the 12 month period ended March 31, 2018, for the 100 month period ended March 31, 2018, and a summary of significant accounting policies and other explanatory information (together “the financial statements”) of The Corporation of the City of Victoria - Johnson Street Bridge Project (“the Project”), we hereby confirm to the best of our knowledge and belief, the following representations made to you during the course of your audit.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

Financial Statements

1. We believe that the financial statements present fairly, in all material respects, the eligible expenditures column on the schedules of eligible expenditures of the Johnson Street Bridge Replacement Project for the 12 month period ended March 31, 2018 and for the 100 month period ended March 31, 2018 in accordance with the financial reporting framework specified in Schedule D of Building Canada Fund Contribution Agreement for Johnson Street Bridge Replacement dated March 23, 2011.

2. We acknowledge that we are responsible for the accounting policies followed in the preparation of the Project’s financial statements. Significant accounting policies, and any related changes to significant accounting policies, are disclosed in the financial statements. The selection of accounting policies is appropriate in accordance with the requirements of Canadian public sector accounting standards, and are applied consistently throughout the financial statements.

3. We have disclosed to you all significant assumptions used in making accounting estimates and judgments, and believe they are reasonable.

4. The financial statement note and supporting schedule disclosures are consistent with the financial statement accounting treatment.

5. We believe the effects of those uncorrected financial statement differences aggregated by you during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. A summary of these differences has been attached to this written representation.

6. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards.

7. All events or transactions that have occurred subsequent to the statement of financial position and for which Canadian public sector accounting standards require adjustment or disclosure have been adjusted or disclosed appropriately in the financial statements.

8. All plans or intentions that may affect the carrying value or classification of assets and liabilities are appropriately reflected in the financial statements in accordance with Canadian public sector accounting standards.
9. All liabilities, both known and contingent, requiring recognition or disclosure in the financial statements in accordance with the requirements of Canadian public sector accounting standards have been adjusted or disclosed as appropriate.

10. All outstanding and possible claims, whether or not they have been discussed with legal counsel, have been disclosed to you and are appropriately reflected in the financial statements.

11. All assets, wherever located, to which the Project had satisfactory title at the year-end, have been fairly stated and recorded in the financial statements. The assets are free from hypothecation, liens and encumbrances, except as noted in the financial statements. We have disclosed the nature and carrying amounts of any assets pledged as collateral. All assets of uncertain value, and restrictions imposed on assets, are appropriately reported in the financial statements.

12. All aspects of laws, regulations or contractual agreements, including non-compliance, are appropriately reflected in the financial statements.

13. Revenue has been recognized only where sales have been made and items delivered, or services rendered, and the amounts have been collected or are collectible. Revenues do not include any amounts arising from consignment sales or from any other transaction from which the Project is not entitled to the proceeds.

Information provided

1. We have responded fully to all inquiries made to us and have made available to you:
   - A complete record of all financial records that are relevant to the preparation and presentation of the financial statements, and related data and minutes of the meetings of the Management Committee held throughout the year to the present date as well as summaries of recent meetings for which minutes have not yet been prepared;
   - Additional information that you have requested from us for the purpose of your audit;
   - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

2. We acknowledge management's responsibility for the design, implementation and operation of controls that have been designed to prevent and detect fraud.

3. We have assessed the risk that the financial statements may be materially misstated as a result of fraud, and have determined such risk to be low.

4. Where the impact of any frauds or suspected frauds, and non-compliance or possible non-compliance with laws and regulations, has a material effect on the financial statements, we have disclosed to you all known significant facts relating thereto, including circumstances involving management, employees having significant roles over controls, and others. We have made known to you any allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators and others. The effects of such events, if any, are properly presented in the financial statements.

5. We have disclosed to you all deficiencies in the design or operation of internal controls over financial reporting of which we are aware.

6. We have disclosed to you all aspects of laws, regulations or contractual agreements that may affect the financial statements, including non-compliance.

7. We have disclosed to you the identities of all related parties to the Project and all related party relationships and transactions of which we are aware.

8. We have no knowledge of side agreements (contractual or otherwise) with any parties that have not been disclosed to you.
9. The previous year’s representation letter dated May 5, 2017 is still applicable to the prior year’s financial statements and comparatives, and no matters have arisen that require restatement of those financial statements and [comparatives.

10. There are no discussions with your firm’s personnel regarding employment with the Project.

Professional Services

1. We acknowledge the engagement letter dated March 31, 2018, which states the terms of reference regarding your professional services.

2. We are not aware of any reason why MNP LLP would not be considered independent for purposes of the Project’s audit.

Sincerely,

Corporation of the City of Victoria

[Signature]

[Title]

[PLEASE SIGN HERE]
### JOHNSON STREET BRIDGE REPLACEMENT PROJECT | ANNUAL REPORT 2017/18 | City of Victoria

#### MNP LLP
Audit Program - Summary of Differences

**Client:** Corporation of the City of Victoria  
**Client #:** 459481  
**Year End:** 31/12/2018

**Adjusted Differences**

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**Unadjusted Differences**

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**Significant Differences**

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**Unreported Unexplained & Insignificant Differences**

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**Significant Operating Differences**

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Appendix A
Management Committee Meeting Minutes
Canada – City of Victoria BCF
Contribution Agreement for JSB
Management Committee Meeting # 11

Date – February 7, 2017
10:00 AM to 11:00 AM (PDT)
1:00 PM to 2:00 PM (EDT)

Location – Teleconference

Note taker: Laura Baker

Attendees:
- Martin McKay – A/Director, Transit and West Projects – Federal Co-Chair
- Susanne Thompson – Director of Finance – City of Victoria (CoV) Co-Chair
- Jonathan Huggett – Project Director – CoV
- Scott Crombie – Transport Canada (TC) Project Manager
- Marie-Eve LaRocque – Infrastructure Canada (IC), Communications Advisor, Public Affairs
- Paul Larrivée – Infrastructure Canada, Manager of Communications, West
- Laurel Westinghouse – CoV Manager, Accounting Services
- Peter Paine – CoV Accounting Clerk
- Ryan Shotton – Citizen Engagement Coordinator
- Laura Baker – CoV Administrative Assistant

1.0 Opening Remarks

Scott Crombie welcomed participants and opened the meeting. He and Martin noted that Infrastructure Canada (IC) has recently taken on the role for communications for Building Canada Fund projects delivered by TC.

2.0 Administrative Details

2.1 Meeting Chair

- Scott Crombie and Martin McKay to chair the meeting.

2.2 Note Taker

- Laura Baker to take notes.

2.3 Approval of Agenda

- The agenda was accepted after it was agreed that Item 5.0 would be spoken to as the first Item discussed after Item 2.0.

2.4 Review and Approval of Previous Minutes (including action items)

- Previous meeting minutes were approved as distributed.

Action items – Person Responsible
- N/A

3.0 Program Management

3.1 Financial Management (Cashflows, Forecasts, Claims & Payments)

- Scott noted that claims are consistently being processed quickly and smoothly, and thanked the CoV for their work providing the different forecasts on time and of the quality that is needed.
- Peter thanked Scott for TC’s collaboration regarding claims processing. Jonathan mentioned that the cashflow is being tracked as closely as possible by the CoV with the Contractor. Scott mentioned that what is critical for TC is that the CoV are providing due diligence and making the best effort required to make sure reporting is timely and accurate – this proves to be the case, and Scott understands the need for flexibility in these forecasts, and the timing of when the money is being spent.

3.2 Agreement Extension

- Susanne commented that given that timelines for the project may be adjusted, and according to section 1.3 of the Amending Agreement stating that the current deadline to submit claims is November 30, 2017, does this mean that all claims need to be submitted by this point, or enough eligible claims to claim the $21 million from the Contribution Agreement?
- The need for an extension to the Amending Agreement was acknowledged and understood between
CoV and TC.

- Scott explained that, from a project management perspective, TC involvement until the end of the project is their preference. However, there is room for some flexibility if timeframes are going to be tight.
- Scott announced that he has a draft Amending Agreement prepared, and what he is proposing is that the project completion date be December 31, 2018, with final claim date September 30, 2019, and an Agreement end date of March 31, 2020. These dates were accepted by the CoV, as this timeframe will allow for claim reporting to continue as it has been.

**Action items – Person Responsible:**
- Peter to provide updated cashflow to Scott.
- Scott will include the updated cashflow, once ready, into the agreement extension, and then it will be sent for approval by the Minister of Infrastructure Canada.
- Scott hopes to be able to send the CoV an executed copy of the new Amending Agreement early in the new Fiscal Year.

4.0 Status of Project

4.1 Project Status Report

- Jonathan explained that there are three main activities taking place: the work currently going on onsite in Victoria; the steelwork being made in China; the fendering (material required to protect the bridge from impacts from shipping and other marine traffic).
- Jonathan stated that completing the steelwork in China has been a tremendous challenge. He recently arrived back from a trip there in January and anticipates another trip very soon.
- The bascule leaf is being fabricated in Shanghai at the ZTSS fabrication plant and a specialist piece of equipment (interface between the machinery and the pit and the underside of the bridge) is being fabricated in Tianjin by a Dutch company called QuayQuip.
- ZTSS have completed nearly all of the steel (fabricated in pieces and put together via complex trial fit-up in two parts: horizontally and vertically). Horizontal fit up began in August and is nearly ready for sign-off now. The vertical fit up will take place next. Steel components will only be shipped to Victoria when it has been proven that they fit together perfectly.
- Concerns regarding the progression of steel fabrication were emphasized to key senior officials during the recent trip to China. As a result, a new schedule was provided by the Contractor, still showing the new bridge open at the end of 2017, but with several revisions of the work made. Much of the remaining work has been pushed back to the second half of this year. As a result, the project is essentially on track, but there is little to no float in the schedule. While everything is being done – the Contractor’s Board of Directors has been engaged to meet this date, ongoing weekly steel fabrication updates are now taking place via teleconference with the fabricator, etc. – there is no guaranteed certainty that it will be met.
- Ongoing weekly steel fabrication updates are now taking place via teleconference with the fabricator and Project Director.
- TC hope that the Amending Agreement extension will alleviate some of CoV’s concerns. CoV acknowledge that this is greatly appreciated, but pressure from the local community to complete the project on time remain high.
- Ongoing work with TC’s Harbour Master et al. is taking place regarding the fendering component of the project, with the north side fendering being another key item that is not yet completed. This exercise is comparable to, if not equal to, the importance of the completion of the steel.

4.2 Project Risk

- The risks to the project timeline were addressed during the status update.

4.3 Financial Risk

- Jonathan mentioned that there is $1.5 million left in the project’s contingency fund and that there was a settlement of all claims prior to March 2016 as per the mediation process. Therefore, there is a reasonable level of satisfaction that the City is protected from financial risk. The Contractor bears most of the risk – hence Board of Director involvement from their part, and weekly status updates on the steel with local project staff and staff located in China.
- Jonathan and Peter advised that until more is known regarding the fendering, eligible costs are predicted to remain roughly the same. Monthly cashflows are requested from PCL by Peter, as TC is aware, and
4.4 **Environmental Risk**
- Environmental monitoring for the project is ongoing and is demonstrating a record of compliance.
- A recent permit extension required from DFO has been granted. The project team will continue to make applications as needed to extend the permits for in-water activity into 2017, to provide the authority to install the fendering.
- There are no environmental incidents or violations of permits to report to date.

**Action Items – Person Responsible**
- In order to manage expectations from the public, Paul, Marie-Eve, and Ryan to determine strategies to temper communications around the opening date (December 31, 2017) which has been communicated to the public – to be explored on an ongoing basis and discussed further offline.

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**5.0 Communications Events**

**5.1 Bridge Opening/Closing Ceremonies, Events, & Procedures**
- Ryan expressed some questions regarding protocols involved for bridge opening/closing events as there is significant interest around these events from the local community, and therefore, a need to begin the conversation with TC around planning this.
- Paul explained that Marie-Eve will be the point person on organizing any of these events. CoV will need to give TC an idea of timing, and then the logistical planning/coordination of federal participation in this can begin; Paul to circulate Marie-Eve’s contact information to Ryan.
- Ryan emphasized the nostalgic feelings of the local community/its desire to say goodbye to the old bridge, in addition to welcoming the new bridge – would a closing event be something that the City would be left to arrange, or would this also be a joint venture between TC/CoV? IC’s view is that this is something operational in nature and between the City and its membership, as TC’s focus is more on what they have funded (the new bridge). However, Paul will advance this inquiry to see if there is any TC/IC interest in participating in any bridge closing ceremonies.
- Martin advised Ryan to keep TC in the loop of any bridge closing ceremonies, in addition to opening ceremonies of the new bridge, to ensure that nothing is missed from a federal perspective.
- Jonathan noted that it is important for IC staff to be aware of the nuances of the project and mentioned [www.johnsonstreetbridge.com](http://www.johnsonstreetbridge.com) has a vast amount of information on the project, thus highlighting the level of interest on it.
- Paul asked if there have been any inquiries from the media regarding the bridge spans being built in China. Jonathan responded that there is a whole bottom-up learning process that the City has been going through, with three main challenges noted as language, culture, and distance; and yes, this issue has come up briefly in articles with local steel suppliers. Ultimately, it was the Contractor’s decision to go with a Chinese fabricator. Scott suggested that this could be included as part of a retrospective analysis of the bridge, and Paul advised that a Q and A will need to be prepared just in case anything about this is raised.

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**6.0 Other Business**

**6.1 Next Site Visit**
- With the first pieces of the steel (the rings) scheduled to arrive during the first week of July, and then onsite fabrication work to take place at adjacent Point Hope shipyards, September will see the erection of those pieces in the harbour. Between now and then, work will continue to take place onsite, but work will not be more visible to the public until August/September. Therefore, Jonathan advised TC to visit around August/September 2017.

**6.2 Additional Items**
- N/A

**6.3 Next Meeting**
- To be scheduled for early July 2017, to coincide with the submission of the Annual Progress Report, and to mitigate potential conflicts with holiday absences.

RDIMS# 12088619
<table>
<thead>
<tr>
<th>Action items – Person Responsible</th>
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<tbody>
<tr>
<td>- Scott to keep in touch with Jonathan about site visit scheduling and arrangements.</td>
</tr>
<tr>
<td>- Scott and Laura to schedule next meeting to take place in early July.</td>
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</tbody>
</table>
1.0 Opening Remarks
Scott Crombie welcomed participants and opened the meeting.

2.0 Administrative Details
2.1 Meeting Chair
• Scott Crombie and Martin McKay to chair the meeting.
2.2 Note Taker
• Scott Crombie to take notes.
2.3 Approval of Agenda
• Opening ceremonies to be discussed under “5.0 Communications Events”.
2.4 Review and Approval of Previous Minutes (including action items)
• Previous meeting minutes were approved as distributed.

Action items – Person Responsible
- N/A

3.0 Program Management
3.1 Agreement Extension
• The contribution agreement extension has been signed.
3.2 Annual Report and Audit
• The annual report and audit for fiscal year 2016/17 have been accepted – Claims for the 2017/18 can now be processed;
• Two claims have been received and are being processed;

Action items – Person Responsible:
- N/A

4.0 Status of Project
4.1 Project Status Report
• All the bridge components are now in Victoria, which has created public interest;
• CoV is in the process of completing painting, and has engaged local machinists;
• The two rings will be lifted into place towards the end of November;
• Soon after Christmas the main span will lifted into place;
Appendix A – Management Committee Meeting Minutes

4.2 Project Risk
- North side fendering design is still in process;
- Plans for the public space around the bridge are also being developed;
- There have been no significant changes to the project risks;
- Being a "lift" bridge, the most prevalent concern at this stage is successful operation of the mechanisms that lift the bridge;

4.3 Financial Risk
- The expense for the main bridge span will be included in the next claim;

4.4 Environmental Risk
- A full time environmental monitor is engaged, and has been present;
- DFO, Navigable Waters and TC are regularly engaged;

Action Items – Person Responsible
- Peter to include certificates for the bridge components in the next claim.

5.0 Communications Events
- Having the steel in Victoria made the bridge “real” for the media – Interest increased significantly;
- CoV has managed this by being open and available;
- The tone of events has switch to the “final corner” or “last mile”;
- CoV has been proactive in engagement – They have connected with public/stakeholders;
- The next big media push will be the installation at the pier in November;
- CoV is starting to plan the opening ceremonies;
- The event will be larger than a “ribbon cutting”;
- INFC Comms would appreciate being involved in the planning – The planning will be discussed offline

Action Items – Person Responsible
- Scott to provide contact information to connect Emma/Bill & Ryan Shotton.

6.0 Other Business
6.1 Next Site Visit
- No site visits planned;
6.2 Additional Items
- N/A
6.3 Next Meeting
- To be determined.

Action Items – Person Responsible
- Peter to send quarterly updates to Scott – Updates are also posted online.

RDIMS# 13745549
**Canada – City of Victoria BCF**  
**Contribution Agreement for JSB**  
**Management Committee Meeting # 13**

**Date** – February 13, 2018  
11:30 AM to Noon (PDT)  
2:30 PM to 3:00 PM (EDT)

**Location** – Teleconference

**Note taker:** Peter Paine

**Attendees:**  
Martin McKay – A/Director, Transit and West Projects – Transport Canada (TC) Co-Chair  
Laurel Westinghouse – Manager, Accounting Services – CoV Co-Chair **In Susanne Thompson’s Absence**  
Jonathan Huggett – Project Director – CoV  
Scott Crombie – Project Manager - TC  
Peter Paine – Financial Analyst – CoV  
Sabrina Nash – Communication Advisor – Infrastructure Canada

1.0 **Opening Remarks**  
Scott Crombie welcomed participants and opened the meeting.

2.0 **Administrative Details**

2.1 **Meeting Chair**  
- Scott Crombie to chair the meeting.

2.2 **Note Taker**  
- Peter Paine to take notes.

2.3 **Approval of Agenda**  
- Approved as presented.

2.4 **Review and Approval of Previous Minutes (including action items)**  
- Previous meeting minutes were approved as distributed.

**Action items – Person Responsible:**  
- N/A

3.0 **Status of Project**

3.1 **Project Status Report**  
- The two rings were installed December 9-10, 2017  
- Bascule Span installation occurred January 28-29th with the first test lift happening February 6th 2018  
- Test went well and construction has peeked intent projected interest and media coverage  
- Last concrete beams, and last concrete deck to be finalized by March 7th  
- Trail light up occurred the night of December 19th

3.2 **Project Risks**  
- Lift went well and project on schedule for March 31st open to traffic date with final completion by June 30th 2018  
- No significant changes to project risks

3.3 **Financial Risks**  
- No significant changes to financial risks

3.4 **Environmental Risks**  
- Hemerrra - full time environmental inspector on site  
- Project meeting all requirements from Department of Fisheries and Oceans & Transport Canada

**Action items – Person Responsible:**  
- N/A

RDIMS# 13745549
### 4.0 Communication Events

- Installation of the rings and bascule span has shown visible progress for the public and media – interest increased significantly;
- City engaged neighbourhoods and stakeholders prior to installation to communicate any disruptions
- City was able to capture drone footage during installation
- Media tour was given November 8th to show steel work occurring at Point Hope Ship Yard
- Opening Ceremonies milestone is March 31st and will involve First Nations, Federal Government, City of Victoria and other partners/stakeholders involvement
- Opening Ceremonies will transition into closing event to the existing Johnson Street Bridge

**Action Items – Person Responsible**
- Ongoing planning and coordination by CoV staff with involvement from Federal communications (Ryan Shotton, Bill Eisenhauer, & Sabrina Nash)

### 5.0 Other Business

**5.1 Next Site Visit**

- Scott Crombie and Martin McKay hope to attend the Opening Ceremonies tentatively booked March 31st

**5.2 Additional Items**

- N/A

**5.3 Next Meeting**

- To be determined.

**Action Items – Person Responsible**
- N/A